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Financing of the United Nations Stabilization Mission in Haiti

Budget for the United Nations Stabilization Mission in Haiti for the period from 1 July 2009 to 30 June 2010

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Stabilization Mission in Haiti (MINUSTAH) for the period from 1 July 2009 to 30 June 2010, which amounts to $618,624,000.

The budget provides for the deployment of 7,060 military contingent personnel, 951 United Nations police officers, 1,140 formed police personnel, 24 Government-provided personnel, 552 international staff, 1,293 national staff and 231 United Nations Volunteers, including temporary positions.

The total resource requirements for MINUSTAH for the financial period have been linked to the Mission's objective through a number of results-based-budgeting frameworks, organized according to components (democratic development and consolidation of State authority; security, public order and development of the rule of law; human rights; humanitarian and development coordination; and support). The human resources of the Mission, in terms of the number of personnel, have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole.

The explanations of variances in resource levels, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by the Mission.

Financial resources

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Category	*Expenditures (2007/08)*	*Apportionment (2008/09)*	*Cost estimates (2009/10)*	*Variance*	
				Amount	*Percentage*
Military and police personnel	262 687.8	281 148.3	286 689.0	5 540.7	2.0
Civilian personnel	120 091.9	128 424.4	140 274.8	11 850.4	9.2
Operational costs	151 288.5	165 343.8	191 660.2	26 316.4	15.9
Gross requirements	**534 068.2**	**574 916.5**	**618 624.0**	**43 707.5**	**7.6**
Staff assessment income	12 171.2	13 122.2	14 067.3	945.1	7.2
Net requirements	**521 897.0**	**561 794.3**	**604 556.7**	**42 762.4**	**7.6**
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	**534 068.2**	**574 916.5**	**618 624.0**	**43 707.5**	**7.6**

Human resources[a]

	Military contingents	*United Nations police*	*Formed police units*	*International staff*	*National staff*[b]	*Temporary position*[c]	*United Nations Volunteers*	*Government-provided personnel*	*Total*
Executive direction and management									
Approved 2008/09	—	—	—	20	12	—	—	—	**32**
Proposed 2009/10	—	—	—	20	12	—	—	—	**32**
Components									
Democratic development and consolidation of State authority									
Approved 2008/09	—	—	—	85	110	—	24	—	**219**
Proposed 2009/10	—	—	—	85	115	—	35	—	**235**
Security, public order and development of the rule of law									
Approved 2008/09	7 060	951	1 140	50	50	2	39	16	**9 308**
Proposed 2009/10	7 060	951	1 140	50	51	2	39	24	**9 317**
Human rights									
Approved 2008/09	—	—	—	24	32	—	8	—	**64**
Proposed 2009/10	—	—	—	24	32	—	8	—	**64**
Humanitarian and development coordination									
Approved 2008/09	—	—	—	7	15	—	3	—	**25**
Proposed 2009/10	—	—	—	7	15	—	3	—	**25**
Support									
Approved 2008/09	—	—	—	345	987	84	146	—	**1 562**
Proposed 2009/10	—	—	—	348	1 006	78	146	—	**1 578**
Total									
Approved 2008/09	7 060	951	1 140	531	1 206	86	220	16	**11 210**
Proposed 2009/10	7 060	951	1 140	534	1 231	80	231	24	**11 251**
Net change	**—**	**—**	**—**	**3**	**25**	**(6)**	**11**	**8**	**41**

[a] Represents highest level of authorized/proposed strength.
[b] Includes National Officers and national General Service staff.
[c] Funded under general temporary assistance.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Stabilization Mission in Haiti (MINUSTAH) was established by the Security Council in its resolution 1542 (2004). The most recent extension of the mandate was authorized by the Council in its resolution 1840 (2008), by which the Council extended the mandate until 15 October 2009.

2. The Mission is mandated to help the Security Council achieve an overall objective, namely, to restore peace and security and to further the constitutional and political process that is under way in Haiti.

3. Within this overall objective, MINUSTAH will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. These frameworks are organized according to components (democratic development and consolidation of State authority; security, public order and development of the rule of law; human rights; humanitarian and development coordination; and support), which are derived from the mandate of the Mission.

4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Mission and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of MINUSTAH, in terms of the number of personnel, have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole. Variances in the number of personnel, compared to the 2008/09 budget, including reclassifications, have been explained under the respective components.

5. The Mission is established in all 10 of Haiti's departments (provinces). The Mission headquarters is located in Port-au-Prince, and MINUSTAH offices are established in all the principal cities of the 10 departments: Port-au-Prince (West); Port-de-Paix (North-west); Cap-Haïtien (North); Fort-Liberté (North-east); Hinche (Centre); Gonaïves (Artibonite); Miragoâne (Nippes); Jacmel (South-east); Les Cayes (South) and Jérémie (Grande-Anse). MINUSTAH also has a sub-office in Saint-Marc (Artibonite). The military component of the Mission is deployed in eight areas of responsibility (Port-au-Prince, Gonaïves, Cap-Haïtien, Fort-Liberté, Mirebalais, Croix-des-Bouquets, Léogâne and Les Cayes), with the contingents deployed in 26 locations. The United Nations police component is deployed in all 10 departments and co-located in 54 main police stations throughout the country. Pursuant to Security Council resolution 1780 (2007), the Mission has established its presence at four land border locations (Ouanaminthe, Belladère, Malpasse, Anse-à-Pitres) and will deploy military contingents and patrol boats at seven maritime locations (Fort-Liberté, Port-de-Paix, Gonaïves, Miragoâne, Jérémie, Port-Salut and Jacmel). The Mission will also continue its presence through the co-location of MINUSTAH police and civil affairs staff with or adjacent to the offices of Haitian customs/immigration-emigration/security authorities in 10 ports (Fort-Liberté, Cap-Haïtien, Port-de-Paix, Gonaïves, Saint-Marc, Port-au-Prince, Miragoâne,

Jérémie, Les Cayes and Jacmel) and with or adjacent to the four land border locations in Ouanaminthe, Belladère, Malpasse and Anse-à-Pitres.

B. Planning assumptions and mission support initiatives

6. Since its establishment in 2004, MINUSTAH has made a number of significant achievements, including, first and foremost, the successful holding of national, municipal and local elections and the stabilization of the security situation, which resulted in the dismantling of the main gang leadership structures in Port-au-Prince and Martissant (West) and Gonaïves (Artibonite). Substantial progress has also been made in reforming the Haitian National Police as well as the judicial and the corrections systems, while continuing to support the Government of Haiti in institution-building and capacity-building, and in assisting in the consolidation of State authority throughout the country.

7. The mandate of the Mission has been progressively amended, pursuant to the relevant Security Council resolutions, in order to reflect new developments on the ground or to address evolving priorities. By its resolution 1780 (2007), the Security Council decided that the authorized strength of military personnel be reduced to 7,060 and that the authorized strength of formed police personnel be increased to 1,140. On this basis, the Mission has strengthened its patrolling presence at the borders through the deployment of 16 marine vessels and one fixed-wing aircraft to assist the Government of Haiti in establishing its authority along the borders and in dissuading illegal trafficking, thus promoting an increase in State revenue, pursuant to resolution 1780 (2007).

8. As reflected in the latest report of the Secretary-General to the Security Council (S/2008/586), progress in five key areas remains essential for the consolidation of stability in Haiti: (a) the resolution of political differences through dialogue and the completion of the election cycle; (b) the extension of State authority; (c) the establishment of an appropriate security structure; (d) the development of independent, credible and effective judicial and penal institutions; and (e) improvements in socio-economic development. While these broad objectives remain valid, during 2008 Haiti's stabilization process suffered significant setbacks as a result of internal disturbances, a prolonged political crisis and a humanitarian crisis caused by a series of hurricanes and tropical storms.

9. In April 2008, public frustration over the rapid escalation in the global prices of basic commodities, which imposed severe hardship on the poorest segments of the population, prompted civil unrest in various parts of the country. Following six days of violent demonstrations, the Prime Minister and Government of Haiti were ousted by a Senate vote of no confidence on 12 April. Five months of negotiations, causing near political paralysis, were required to obtain legislative approval of the new Government of Prime Minister Michèle Pierre-Louis. At the time of the Prime Minister's entry into office, Haiti was hit by a series of hurricanes and tropical storms, causing a significant number of deaths as well as severe and, in some locations, unprecedented damage to the country's infrastructure.

10. These events have had a substantial impact on the time frames in which progress towards the Mission's main objectives can be achieved and have underscored the fragility of achievements made to date. Sustained efforts by the Mission will be required to assist the Haitian leadership and people to make up for

the time that has been lost. As the April riots have shown, the Mission's security components continue to play a critical role in ensuring the country's stability, which is further emphasized by their key role in assisting current disaster relief efforts through the provision of logistic support and security. While the installation of a new Government in Haiti represents an important step towards placing the stabilization process on track and offers a fresh opportunity to move forward, overall progress will depend upon the capacity of the new Government to perform fully its role for the common good while supported and assisted by the Mission.

11. The formulation of the 2009/10 results-based-budgeting frameworks is based on the assumption that a collaborative approach would continue between the Mission and the Government in its efforts to fulfil the mandate. In addition, it is assumed that there would be no recurrence of political turmoil. At the same time, the Mission cannot assume that violence and demonstrations will not be repeated or that natural disasters will not occur, based on past experience.

12. It will be recalled that the elections to choose one third of the Senate, which had been previously slated for November 2007, did not take place and are now slated for April and June 2009. During the 2009/10 period, the Mission will assist the Haitian authorities in the organization of the elections for one third of the Senate, the elections for the Chamber of Deputies and municipal/local elections, all of which are scheduled for November 2009, as well as the presidential elections slated for November 2010. Given the delays and uncertainty experienced thus far, it is difficult to predict the electoral calendar over the next two years. Nevertheless, the Mission would be prepared, pursuant to its mandate, to assist the Haitian authorities with organizing elections in accordance with the Constitution. As a result, the 2009/10 results-based-budgeting frameworks take into account requirements related to the conduct of elections.

13. In addition, the formulation of the Mission's results-based-budgeting frameworks has taken into account the significant work anticipated in supporting the Government of Haiti in the development and implementation of a comprehensive border management strategy. Further deployments to land and maritime strategic sites will take place through the conduct of joint patrols with the Haitian authorities. MINUSTAH would be required to train and support Haitian authorities as part of capacity-building, to enable the Haitian authorities to take full responsibility and control of their borders, thus ensuring the collection of revenues through customs tariffs and taxes.

14. The Mission will also continue to count upon the various ongoing bilateral contributions and assistance within the context of the Haitian Poverty Reduction and Growth Strategy (Document de stratégie nationale pour la croissance et pour la réduction de la pauvreté) as well as bilateral support to reform efforts, such as the national penitentiary system and the Haitian National Police reform plan. This bilateral support will remain essential in achieving the goals and targeted delivery time frames.

15. A comprehensive review of the staffing structure of the Mission was undertaken and is reflected in the 2009/10 budget, including the proposed regularization of the temporary redeployment of posts that were necessitated by evolving operational requirements, for which the functions have been determined to be of a critical and continuing nature. In addition, the 2009/10 budget proposes the abolishment of 6 temporary positions and the establishment of 39 additional posts

and positions (3 international posts, 25 national posts and 11 United Nations Volunteers positions), in connection with mandated activities, including electoral support, border management and corrections assistance. Furthermore, current general temporary assistance resources were reviewed in accordance with the relevant observations and recommendations of the Advisory Committee on Administrative and Budgetary Questions contained in its report (A/62/781/Add.6).

16. The Mission's health-care structure is evolving and developing, which would require MINUSTAH to continue to augment its current medical capabilities, in particular in the area of ambulance services (24 hours a day, 7 days a week) in Port-au-Prince and three regions (Cap-Haïtien, Les Cayes and Gonaïves) to ensure enhanced medical services to military, police and civilian personnel.

17. As the security situation in the Mission area remains precarious and unpredictable, it is imperative that MINUSTAH maintain a robust and reliable Mission-wide dispatch service for all Mission personnel. In the 2009/10 period, it is projected that an average of 20,000 passenger movements per month will be required to effectively respond to the Mission's operational needs. To address its current requirements, individual contractors have been used to augment the number of national drivers in the Transport Section.

18. In the 2009/10 period, the Mission expects to move to a new rations system, which is calorie-based, for which the final ceiling man-day rate is yet to be determined. However, during the bidding process the current ceiling man-day rate of €4.840 under the existing contract has been used and it is not expected to decrease, taking into account the recent increases in global food prices. It is also anticipated that cafeteria services will be expanded to all districts and regional offices to improve the health and general welfare of MINUSTAH personnel throughout the Mission area.

19. A series of hurricanes and tropical storms has had a significant impact on the road and bridge infrastructure throughout the country, thereby rendering the Mission's main supply routes impassable. Therefore, the focus of engineering operations will be on the re-establishment of the main supply routes, in collaboration with the host Government. The Mission will continue to efficiently provide reliable electrical power 24 hours a day, 7 days a week, and continue with camp maintenance and development, including the installation of fire alarm and prevention systems in line with security measures stipulated under the minimum operating residential security standards and the environmental control systems recommended by the Environmental Compliance Unit of MINUSTAH in order to ensure an environmentally safe work environment. The Mission will also continue to support and maintain land and maritime border locations and regional helipads and airports.

20. Based on the Headquarters field missions environmental policy, the Mission established the Environmental Compliance Unit to ensure compliance with the established environmental standards of Headquarters, which continue to evolve. MINUSTAH will strive to achieve environmental compliance with international and Haitian standards. To this end, baseline environmental inspections and monitoring have been conducted in 33 Mission sites and additional sites are appended to the list as they become environmentally compliant. In connection with waste management, waste disposal facilities, which are planned to be established in Port-au-Prince and the three outlying regions during 2008/09, are projected to be fully operational

during 2009/10 for the processing of hazardous wastes in the Mission area. MINUSTAH plans to implement an intensive environmental monitoring and training programme for military contingents, staff officers and formed police units, for the purposes of raising awareness, providing waste disposal facilities, protecting and preventing soil and water table contamination, and promoting the reuse and recycling of waste materials to increase efficiency of resource consumption. With the measures planned for 2009/10, the Mission's environmental performance is expected to improve in future periods.

21. MINUSTAH will also continue to ensure compliance with the minimum operating residential security standards through the provision of residential security services for individually deployed staff officers, United Nations police officers and Government-provided personnel.

22. The resource requirements for 2009/10 reflect an increase of 7.6 per cent compared with 2008/09, which is attributable primarily to (a) additional requirements under facilities and infrastructure, resulting from the provision of security services to individually deployed staff officers, United Nations police officers and Government-provided personnel, additional requirements and increases in the costs of diesel fuel and kerosene, the acquisition of additional firefighting equipment, fuel tanks and pumps and increased requirements for reimbursements to troop- and police-contributing countries for self-sustainment, (b) additional requirements for salaries, including post adjustment and common staff costs for international staff, pursuant to General Assembly resolution 63/250 on human resources management, and the proposed establishment of three Field Service posts, offset in part by the elimination of requirements for mission subsistence allowance, (c) additional requirements for military contingents, resulting from the projected deployment of an engineering unit, increases in costs of charter flights for the rotation of contingents and of commercial air travel for the rotation of staff officers and freight costs for the deployment of contingent-owned equipment, (d) additional requirements under ground transportation owing primarily to the replacement of 224 light vehicles in accordance with the standard criteria for their replacement, (e) additional requirements for national staff, resulting from the proposed establishment of 25 posts (5 National Officers and 20 national General Service) and the application of lower vacancy factors for both National Officers and national General Service posts based on recent incumbency patterns, (f) additional requirements under air transportation owing to increased costs for the rental and operation of a fixed-wing aircraft provided under letter-of-assist arrangements and the acquisition of meteorological observation equipment to support aviation operations, (g) additional requirements under communications, owing to additional public information campaigns related to the presidential and legislative elections, gender affairs and border management support, and (h) additional requirements under official travel, resulting from the higher costs of travel, increases in the number of staff and number of trips for annual conferences, political consultations and support for the coordination of the rotation of military contingents and formed police personnel as well as an increase in the number of training courses for upgrading substantive and technical skills. The increase is offset in part by (a) reduced requirements under special equipment, owing to a reduction in reimbursements to troop- and formed police-contributing countries for self-sustainment, and (b) reduced requirements under medical costs, resulting from a

decrease in reimbursements to troop- and formed police-contributing countries for self-sustainment.

23. Pursuant to General Assembly resolution 63/250, the proposed 2009/10 budget reflects the conversion to the Field Service category of 32 international General Service posts approved for the 2008/09 period, without change in functions.

C. Regional mission cooperation

24. There is no other peacekeeping mission established in the Caribbean region. However, the Mission has developed links with the United Nations country team in the Dominican Republic, with special focus on cross-border issues with Haiti.

D. Partnerships, country team coordination and integrated missions

25. MINUSTAH will continue to support other United Nations agencies, funds and programmes operating in Haiti in connection with the development and implementation of projects, including vaccination campaigns, and on activities related to responses to humanitarian crises caused by hurricanes. To further enhance the coordination and collaboration with the United Nations country team, MINUSTAH has put in place a system whereby heads of agencies and the Special Representative of the Secretary-General meet on a regular basis, followed by meetings at the working level, between the country team and MINUSTAH substantive sections. To ensure the smooth implementation of decisions taken and to avoid duplication of activities, an Integrated Mission Planning Team at the Mission level, comprised of senior-level representatives from the Resident Coordinator's Office, the Political Affairs and Planning Division and representatives from the Offices of the Special Representative of the Secretary-General, the Principal Deputy Special Representative of the Secretary-General and the Deputy Special Representative of the Secretary-General, with the support of the Chief of Staff, will continue to meet on a regular basis in order to plan activities and to ensure that all issues are handled in the most efficient manner. In addition, on an ongoing basis, MINUSTAH substantive sections and units, such as the Gender Unit, the Child Protection Unit, the Justice Section and the Civil Affairs Section, have developed activities and programmes with other United Nations agencies, funds and programmes.

E. Results-based-budgeting frameworks

Executive direction and management

26. Overall Mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General.

Table 1
Human resources: executive direction and management

	International staff										
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*[a]	*General Service*[a]	*Security Service*	***Subtotal***	*National staff*[b]	*United Nations Volunteers*	***Total***
Office of the Special Representative of the Secretary-General											
Approved posts 2008/09	1	1	2	1	—	3	—	**8**	6	—	**14**
Proposed posts 2009/10	1	1	2	1	3	—	—	**8**	6	—	**14**
Net change	—	—	—	—	**3**	**(3)**	—	—	—	—	—
Office of the Principal Deputy Special Representative											
Approved 2008/09	1	1	2	—	—	2	—	**6**	3	—	**9**
Proposed 2009/10	1	1	2	—	2	—	—	**6**	3	—	**9**
Net change	—	—	—	—	**2**	**(2)**	—	—	—	—	—
Office of the Deputy Special Representative (humanitarian and development coordination)											
Approved posts 2008/09[c]	1	1	2	—	—	2	—	**6**	3	—	**9**
Proposed posts 2009/10[c]	1	1	2	—	2	—	—	**6**	3	—	**9**
Net change	—	—	—	—	**2**	**(2)**	—	—	—	—	—
Total											
Approved 2008/09	3	3	6	1	—	7	—	**20**	12	—	**32**
Proposed 2009/10	3	3	6	1	7	—	—	**20**	12	—	**32**
Net change	—	—	—	—	**7**	**(7)**	—	—	—	—	—

[a] Pursuant to General Assembly resolution 63/250, reflects the conversion to the Field Service category of approved General Service posts without change in functions.
[b] Includes National Officers and national General Service staff.
[c] The Assistant Secretary-General post is funded under cost-sharing arrangements with the United Nations Development Programme.

Office of the Deputy Special Representative of the Secretary-General

International staff: no change

27. In paragraph 21 of its report (A/62/781/Add.6), the Advisory Committee on Administrative and Budgetary Questions recommended that the request for the post of Chief of the Integrated Office (D-1) in the Office of the Deputy Special Representative of the Secretary-General be resubmitted with further justification. The requirement for that post can be outlined taking into account the number of responsibilities assigned to the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator and Resident Representative. The incumbent of the post will also be required to manage the progressive and positive changes that have taken place in connection with the Mission's coordination with the United Nations country team and in the

management of the Community Violence Reduction Section and the Humanitarian and Development Coordination Unit.

28. The Deputy Special Representative of the Secretary-General, also the Resident Coordinator, the Humanitarian Coordinator and the Resident Representative of the United Nations Development Programme (UNDP), with responsibilities for the management of the United Nations Office for Project Services, is requested to implement policy directions in line with the relevant Security Council resolutions. With the positive improvement of the security situation in Haiti, the importance of integration between the various United Nations actors becomes even more relevant for the acceleration and sustainability of humanitarian, early recovery and development activities, in coordination with international non-governmental organizations and bilateral donors. Integration remains the guiding principle for the design and implementation of complex United Nations operations in post-conflict situations and for the linkages among the different dimensions of peacebuilding (political, development, humanitarian, human rights, rule of law, social and security aspects). The Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator and Resident Representative reports to the Special Representative of the Secretary-General and coordinates the United Nations country team and MINUSTAH elements, as well as plans and coordinates the United Nations development activities. He or she is also responsible for the planning and coordination of humanitarian operations and for donor coordination in areas of recovery and development. In addition, the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator and Resident Representative retains secondary reporting lines to the Administrator of UNDP and the United Nations Emergency Relief Coordinator.

29. With the magnitude and scope of the responsibilities of the Deputy Special Representative, the Chief of the Integrated Office would be required to support the numerous functions, responsibilities and objectives entrusted in the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator and Resident Representative. He or she would oversee and coordinate the MINUSTAH sections, including the Community Violence Reduction Section, and the linking of the Office with the UNDP community violence reduction programme. The Office has undergone a radical adaptation with the reality on the ground and will require close supervision. He or she would also oversee the Humanitarian and Development Coordination Section, which requires close integration with the Office for the Coordination of Humanitarian Affairs present in Haiti. Moreover, the Chief of the Integrated Office would also continue interacting with senior MINUSTAH officials, chiefs of sections and the Chief of Staff. Furthermore, he or she would also ensure the effective and efficient use of resources available from MINUSTAH and would provide executive direction on programmes, coordination and management of the sections reporting to the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator and Resident Representative, thus allowing him to focus on broader issues at the national and regional levels.

30. During 2007/08, the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator and Resident Representative developed a number of integration mechanisms between MINUSTAH and the United Nations country team, and coordination has been enhanced with international donors. The 2008/09 period will reflect the

development of these coordination mechanisms, leading to an increase of activities between MINUSTAH and the country team. During the first part of 2008/09, the Integrated Mission Planning Team was reactivated under the leadership of both the MINUSTAH Senior Planning Officer and the Strategic Planning Officer in the Resident Coordinator's Office, with the participation of the Special Assistants of the Special Representative of the Secretary-General, the Principal Deputy Special Representative of the Secretary-General, the Deputy Special Representative of the Secretary-General and the Mission's Chief of Staff. The purpose of the Planning Team has been to pinpoint coordination challenges between MINUSTAH and the country team with the objective of identifying solutions that serve both entities, especially on the implementation of activities and projects. It has thus far proven to be a positive tool and forum for enhancing the required integration and coordination between MINUSTAH and the country team.

31. The Office of the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator and Resident Representative is often requested to respond to queries from the Special Representative of the Secretary-General and from United Nations Headquarters, and to represent the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator and Resident Representative at various forums and meetings in order to provide accurate reports and situation updates on a broad range of humanitarian and development issues. The Chief of the Integrated Office would assist with coordinating responses to requests for reporting and sharing of information. In August and September 2008, Haiti was hit on numerous occasions by hurricanes resulting in significant damage to a country that is already extremely impoverished. The Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator and Resident Representative fully dedicated his time and resources to plan and coordinate the humanitarian response, with more than 500,000 persons requiring immediate support and assistance. The Chief of the Integrated Office would be required to maintain continuity with respect to the Office and programmes reporting to the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator and Resident Representative. A number of key sections, such as the Community Violence Reduction Section and Electoral Assistance Section, require close monitoring in light of evolving political events. The role of the Chief of the Integrated Office would also be to ensure continuous support of these Sections and others, in particular when the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator and Resident Representative is required to respond to a particular crisis.

32. With the increase of interaction and of activities between the United Nations country team and MINUSTAH, together with the demand for constant and improved planning and coordination, the Chief of the Integrated Office would be pivotal in ensuring that all MINUSTAH components fall into place. For the 2009/10 period, the Mission will increasingly move towards peacebuilding and recovery and the interaction of programmes between the two entities will become more relevant and necessary.

Component 1: democratic development and consolidation of State authority

33. As detailed in the frameworks, component 1 reflects support to the Government of Haiti in strengthening democratic governance, extending State authority and developing State institutions. The component incorporates the activities of the political and civil affairs, public information and electoral elements of the Mission that will continue to be working in partnership with the Government of Haiti and Parliament, political parties, civil society, the United Nations country team, the "core group", international financial institutions and donors. In 2009/10, MINUSTAH will continue to promote an all-inclusive political dialogue and national reconciliation, and support the capacity-building of national democratic institutions and the re-establishment and strengthening of State authority throughout the country. The Mission will also assist in the holding of elections and in the implementation of a border management strategy, and will support State reform and decentralization.

Expected accomplishments	*Indicators of achievement*
1.1 All-inclusive political dialogue and national reconciliation in Haiti	1.1.1 The Government maintains a dialogue with different sectors of society through regular meetings
	1.1.2 Maintenance of the level of international assistance that is aligned with Government priorities as defined in the poverty reduction strategy paper (2008/09: 60 per cent; 2009/10: 60 per cent)

Outputs

- 4 meetings per month with the President/Prime Minister to coordinate the activities of MINUSTAH with those of the Government of Haiti, especially regarding political stability, rule of law reform and other areas related to the MINUSTAH mandate
- 2 meetings per month with the President's main advisers to promote an all-inclusive political process
- Chairing of monthly meetings of the "core group", comprising senior MINUSTAH leadership, regional and subregional organizations, international financial institutions and representatives of the diplomatic community, on the effectiveness of the international response to Haiti's needs
- Monthly meetings with the Prime Minister and the "core group" to coordinate international cooperation with the Government of Haiti, and biweekly meetings with the Minister of Planning on the strategic and operational implementation of the poverty reduction strategy paper, orientation of international aid, project progress, disbursement and harmonization of policies and procedures
- Weekly meetings with political party representatives, parliamentarians and civil society representatives at the national level to consolidate agreement on the democratic transition and an all-inclusive political dialogue leading to a common understanding of basic principles of governance and the future of the country
- Organization of 3 consultative forums with political party leaders and parliamentarians to strengthen the role of political parties in Parliament
- Organization of 3 consultative forums with members of civil society and parliamentarians to promote a common legislative agenda

- Public information campaign, in collaboration with civil society, on reconciliation and political dialogue, including 5,000 pamphlets, 30 banners and 6 public service announcements

- Public information campaigns to promote understanding of the MINUSTAH mandate and the role of the United Nations system in Haiti among the Haitian population, including the celebration of 4 United Nations Days (Peace, Peacekeepers, United Nations and Environment), 500 banners, 10,000 posters, 50,000 pamphlets, 10,000 T-shirts, 36 television programmes, daily radio programmes, 50 media articles, 1 co-production of a soap opera, 7,000 calendars, 2,000 Christmas cards and 70 public events at the regional multimedia centres

Expected accomplishments	*Indicators of achievement*
1.2 Strengthened national democratic institutions in Haiti	1.2.1 Adoption of a legislative agenda by the Parliament reflecting national priorities for 1 year
	1.2.2 Reporting of 15 parliamentary committees to the Parliament within the adopted legislative calendar
	1.2.3 Completion of free and fair elections for the Chamber of Deputies, Senate, mayors, town delegates, communal section administrative councils and assemblies, as well as indirect elections
	1.2.4 Establishment of the Permanent Electoral Council

Outputs

- Provision of advice to the 15 parliamentary committees on the advancement of the legislative agenda, including the adoption of bills related to State reform which reflect State priorities

- Provision of good offices to the Presidents of both Chambers of Parliament to foster trust and understanding and to enhance consensus-building

- Provision of advice to Parliament on the implementation of its internal rules and their improvement using, in particular, best practices from other national legislatures

- Provision of advice and support to the Parliament on the organization of thematic meetings between parliamentarians and donors, United Nations agencies and national and international non-governmental organizations to promote dialogue on issues related to the reform process and contentious political issues

- Organization of 20 regional town hall meetings (2 per department) with parliamentarians on the strengthening of democratic institutions and processes (including elections and decentralization) for a total of 1,000 participants

- Provision of technical support and advice to Haitian electoral authorities on public information campaigns, with emphasis on the use of the blank vote, newly registered voters and the reassignment of voters to new polling centres (total of 1,300 polling centres)

- Organization of 10 regional workshops for political parties, civil society representatives and local authorities, and of 10 regional workshops for national election observers on new voting procedures and the reassignment of voters to new polling centres

- Provision of technical guidance and support to Haitian electoral authorities on budgeting, planning and preparation of the November 2010 presidential elections

- Provision of technical guidance and support to Haitian electoral authorities, in cooperation with UNDP and the Organization of American States (OAS), in the form of developing manuals, standard operating procedures and review of electoral operations
- Organization of 3 training programmes for men and women in politics for a total of 20 persons, of which two thirds are women, on capacity-building and gender mainstreaming, and of 2 information sessions for 20 parliamentarians on gender issues
- Public information campaign in support of strengthening democratic institutions, including 30 banners, 40,000 flyers, 1,600 T-shirts, 4 programmes on UN Radio and 2 radio drives (1,200 minutes of air time), 2 television programmes and 2 pages in a national newspaper
- Public information campaign in support of the electoral process, including 2,800 posters, 280 banners, 500,000 black and white pamphlets, 8 daily radio spots broadcast nationally on no more than 30 stations for 1 month before election day, 4 television spots and 1 special newspaper feature
- Public information campaign on strengthening of women in politics, including 50,000 posters, 60,000 pamphlets, 10,000 T-shirts, 4 radio spots each played 4 times a day for 1 month on 15 radio stations nationwide, 2 reportages played 3 times a day, diffused over 15 radio stations nationwide, 3 television programmes, 2 press articles, 1 press conference and the organization of 30 public events at the regional multimedia centres

Expected accomplishments	*Indicators of achievement*
1.3 State authority re-established and strengthened throughout Haiti	1.3.1 Submission of draft civil service regulations to the Parliament as part of a reform of the State administration and decentralization
	1.3.2 Promulgation of laws and procedures by the Parliament and the Ministry of Interior on financial autonomy and accountability of central and local government structures
	1.3.3 Development of a planning and management framework by the Ministry of Interior, communicated to the departmental and central authorities to further improve service delivery for 140 municipal assemblies and 568 subcommunal assemblies
	1.3.4 Adoption of local tax reform enabling local authorities to increase their own sources of revenue
	1.3.5 Establishment of departmental border committees (2007/08: 0; 2008/09: 5; 2009/10: 10)

Outputs

- Provision of advice to Haitian authorities, including on-the-job-training at the national and local levels, on measures to strengthen its authority, with special emphasis on reforms of public administration, decentralization, public finance and revenue collection and the civil service
- Provision of technical assistance to the Haitian Government, especially the Ministry of Interior, to improve the capacity of the departmental delegations in the administrative and financial control of the decentralized entities, in service delivery and in the drafting of bills on local government

- Monthly meetings with the Office of the Ministry of Interior on strategic planning and management
- Organization of 10 training sessions (1 per department) on public administration to strengthen the capacity of departmental delegations
- Organization of 20 seminars (2 per department) for local authorities and civil society members (total of 2,000 participants) on decentralization, local taxes and fees and accountability
- Implementation of 160 quick-impact projects in the areas of livelihood and employment generation, border management, training and capacity-building, delivery of basic social services, basic public infrastructure and social mobilization to address the immediate needs of the population, the extension of State authority and the provision of institutional support
- Provision of advice and technical support to the Haitian authorities on the implementation of an integrated border management strategy, including the coaching and monitoring of central and local border management officials
- Organization of 20 workshops (2 per department with an average of 25 participants each) on issues related to customs, revenues, security and integrated border management for customs and immigration officials and security officials
- Provision of technical support to Haitian authorities and monitoring of the establishment of a border management training programme for police, customs and immigration officials
- Provision of technical advice and support to Haitian authorities on the establishment and maintenance of 10 Departmental Border Management Committees comprising Haitian officials, MINUSTAH and, where relevant, officials of the Dominican Republic
- Public information campaign on the promotion of good governance, including 30 banners, 500 posters, 10,000 pamphlets, 2,000 T-shirts, 3 radio spots, 15 media articles and 6 press conferences
- Public information campaign to promote border management, including 150 banners, 1,100 posters, 5,000 flyers, 1,000 stickers, 300,000 pamphlets, 10,000 T-shirts, 1 radio spot to be broadcast periodically, 4 television programmes (1 every 3 months) and 12 media articles

External factors

Stakeholders at all levels will continue to cooperate

Table 2
Human resources: component 1, democratic development and consolidation of State authority

	International staff										
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*[a]	*General Service*[a]	*Security Service*	***Subtotal***	*National staff*[b]	*United Nations Volunteers*	***Total***
Political Affairs and Planning Division											
Approved posts 2008/09	—	1	8	3	1	1	—	**14**	6	—	**20**
Proposed posts 2009/10	—	1	8	3	2	—	—	**14**	6	—	**20**
Net change	—	—	—	—	**1**	**(1)**	—	—	—	—	—
Electoral Assistance Section											
Approved posts 2008/09	—	1	2	1	—	1	—	**5**	12	—	**17**
Proposed posts 2009/10	—	1	2	1	1	—	—	**5**	13	11	**29**
Net change	—	—	—	—	**1**	**(1)**	—	—	**1**	**11**	**12**
Civil Affairs Section											
Approved 2008/09	—	1	19	15	7	2	—	**44**	39	16	**99**
Proposed 2009/10	—	1	19	15	9	—	—	**44**	43	16	**103**
Net change	—	—	—	—	**2**	**(2)**	—	—	**4**	—	**4**
Communications and Public Information Section											
Approved posts 2008/09	—	1	2	13	5	1	—	**22**	53	8	**83**
Proposed posts 2009/10	—	1	2	13	6	—	—	**22**	53	8	**83**
Net change	—	—	—	—	**1**	**(1)**	—	—	—	—	—
Total											
Approved posts 2008/09	—	4	31	32	13	5	—	**85**	110	24	**219**
Proposed posts 2009/10	—	4	31	32	18	—	—	**85**	115	35	**235**
Net change	—	—	—	—	**5**	**(5)**	—	—	**5**	**11**	**16**

[a] Pursuant to General Assembly resolution 63/250, reflects the conversion to the Field Service category of approved General Service posts without change in functions.
[b] Includes National Officers and national General Service staff.

Electoral Assistance Section

National staff: increase of 1 post

United Nations Volunteers: increase of 11 positions

34. Pursuant to Security Council resolution 1780 (2007), MINUSTAH was mandated to provide assistance to the Haitian authorities, including the Provisional Electoral Council, in the organization, preparation and conduct of elections, including the provision of advice, technical assistance and logistical and security support.

35. In accordance with the Constitution of Haiti, elections for the Chamber of Deputies, one third of the Senate and local assemblies are scheduled to be held in

the second half of 2009, followed by indirect elections and presidential elections in November 2010. The main role of the Electoral Assistance Section is to support the Haitian authorities in the planning and preparation of elections, prerequisite logistical arrangements, which entail significant pre-election lead times, and the development of the necessary national capacity for the electoral process, including logistics and security. In Port-au-Prince, the Mission will provide advice and assistance to the Provisional Electoral Council in the overall planning and management of elections, including in the technical areas of voter and candidate registration, civic education and communications, logistics, training of short-term electoral staff, gender issues and information technology and data processing for the compilation of results. The Electoral Assistance Section also liaises at the national level with the Government of Haiti, UNDP, donors and other partners on election-related issues. The Section would also be engaged in the design and preparation of civic education programmes throughout the country.

36. It will be noted that the 2009/10 elections are projected to be of a considerably larger scale than the national elections that took place in 2006, which will involve an increase of 20 per cent in the number of voters and an increase from 821 to around 1,360 voting centres. The 2009/10 elections are projected to be more complex, taking into account the following requirements under the new Electoral Law: (a) all senators, deputies, mayors and local representatives will have to be elected on the same Election Day; (b) regarding the preparation of ballots, the blank vote will be introduced in the ballots, which will require four different ballots for four different, simultaneous elections for up to two rounds; (c) regarding the compilation of results, the blank vote will need to be counted and the total number of ballots will need to be processed and tabulated for four different, simultaneous elections; and (d) regarding electoral dispute, new provisions in the Electoral Law may increase the number of disputes and complaints, as well as the number of staff required to manage electoral litigation at the same time for four different, simultaneous elections.

37. The Electoral Assistance Section currently has 5 international and 12 national posts covering 11 regional offices (Port-au-Prince, Gonaïves, Saint-Marc, Miragoâne, Jérémie, Jacmel, Les Cayes, Hinche, Port-de-Paix, Cap-Haïtien and Fort-Liberté). Taking into account the increased scale and complexity of the upcoming 2009/10 elections for local assemblies, the Chamber of Deputies and the renewal of one third of the Senate, the preparations for the 2010 presidential elections and the importance of rebuilding and strengthening of national electoral capacities, it is proposed that one post of Legal Officer (National Officer) be established. In addition, it is proposed that 1 position of Electoral Dispute Specialist (United Nations Volunteers) and 10 positions of Regional Coordinator (United Nations Volunteers) be established.

38. The Legal Officer (National Officer) would be responsible for assisting the Electoral Dispute Specialist in evaluating legal mechanisms related to electoral dispute and its management; providing advice to the Conseil electoral provisoire on legal procedures related to electoral dispute and its settlement; and providing assistance to the Conseil in processing complaints during all phases of the electoral process. The Legal Officer would also be responsible for providing assistance and counsel to the Conseil on the legal and juridical implications of decisions made in electoral dispute matters that might be taken during the electoral process.

39. The Electoral Dispute Specialist (United Nations Volunteers) would be based in Port-au-Prince and would provide assistance and support to the Conseil électoral provisoire in all matters related to electoral dispute. He or she would evaluate legal mechanisms dealing with electoral dispute and its management, propose eventual legislative amendments, provide assistance to the Conseil électoral provisoire in the establishment of a sustainable and transparent process for handling all elections-related complaints and litigation issues for all of the regional electoral offices, provide advice to the Conseil on any legal procedures connected to the electoral dispute and its settlement, and provide assistance to the Conseil in processing complaints during all phases of the electoral process. He or she would also provide advice on the legal and juridical implications of decisions that might be taken during the electoral process on electoral dispute matters.

40. It is also proposed that 10 positions of Regional Coordinator (United Nations Volunteers) be established for deployment in 10 regional offices. The incumbents would be responsible for overall management of the electoral capacity in the 10 regional offices, coordination of the electoral activities in the regions, provision of support and capacity-building to the offices of the Conseil électoral provisoire at the local level, and dissemination of information and electoral materials in the regional departments.

Civil Affairs Section

National staff: increase of 4 posts

41. The current staffing structure of the Civil Affairs Section includes four posts of Civil Affairs Officer (National Officer) assigned for border management in four locations (Malpasse, Ounaminthe, Port-de-Paix and Port-au-Prince). The existing capacity of the Section has been determined to be inadequate in responding to the wide-ranging responsibilities that need to be covered under paragraphs 10 and 11 of Security Council resolution 1780 (2007). Accordingly, it is proposed to establish three additional posts of Border Management Officer (National Officer) for deployment in three land border crossing points (Anse-à-Pitre, Saint Marc and Belladère) in support of border management activities. In addition, it is proposed that one post of Institutional Support Officer (National Officer) be established in order to strengthen the capacity of the Institutional Support Unit of the Section.

42. The three Border Management Officers (National Officer) would perform functions related to support of institutional assistance efforts at the departmental and municipal level, in accordance with Security Council resolution 1780 (2007) on the extension of State authority outside Port-au-Prince, as well as to support of institutional efforts at the ministerial level. The functions of the posts would cover assistance to local delegates, mayors and financial comptrollers with respect to training, management guidance, formulation of budgets, provision of supplies, rehabilitation of infrastructure, political advice, reconciliation and counselling, as well as the provision of expertise and assistance on border management issues. At the central level, the incumbents of the posts would be embedded with the Ministry of Interior and would liaise with other ministries for the provision of training, advice on pertinent legislation on civil service reform, local budget reform and decentralization.

43. The Border Management Unit of the Civil Affairs Section has continued to play an increasing role in assisting the Government of Haiti in the development of

the Haitian Strategic Plan for border management, which is expected to be completed during the 2008/09 period. Upon the launching of the Plan, the Unit will play an even greater role in its implementation at the various ports of entry along Haiti's borders. The three Border Management Officers would be assigned to major land border crossings and provide the interface between MINUSTAH and local Haitian border management authorities. Customs and Immigration authorities will take a lead role in developing and maintaining the Regional Commission on border management activities, and assess and recommend infrastructure rehabilitation and capacity-building projects. The Border Management Officers will enhance the Mission's knowledge of local customs and immigration conditions and, through co-location and on-the-job training of national counterparts, strengthen institutional capacity and enhance the roll-out effect of the integrated border management strategy, which in turn would foster better control of the nation's borders, generate revenue for the Government and encourage increased trade by introducing a more efficient cargo clearance and enforcement system.

44. The functions of the posts would also include the identification of constraints in securing the borders, which would be addressed in the border strategy paper, monitoring of the progress of reforms in line with this strategy, interactions with the local population and provision of information to the Government of Haiti and MINUSTAH on the effectiveness of the strategy. In addition, the incumbents of the posts would be responsible for the monitoring of cargo clearance and immigration activities at their assigned land border crossing and for the provision and maintenance of the necessary continuity and standardization in the management of the borders, which has been, to a large extent, non-existent. The presence of the Officers would also facilitate the efforts of the central Government of Haiti in the implementation of policies on border management, inhibit the trafficking of illegal goods, increase customs and other revenues, and assist in the development of the capacity of border institutions. The Officers would also serve as the key interlocutors with the Government of Haiti as well as with Dominican border officials.

45. A post of Institutional Support Officer (National Officer) is also proposed to strengthen the capacity of the Institutional Support Unit of the Civil Affairs Section. The staffing structure of the Unit currently includes two Institutional Support Officers (National Officer) whose functions are dedicated to supporting the Ministry of Interior with regard to local governance, public finance and training. However, it has been determined that the Unit would also require dedicated capacity for the provision of advice on the local government investment plan, which, by law, should be a part of the Government budget.

46. The incumbent of the post would provide support to 10 Civil Affairs Regional Offices by providing advice and coaching to Haitian municipal staff on the drafting, preparation and management of budgets for capital and long-term expenditures. He or she would also be in charge of liaising with local authorities to provide assistance in the assessment and planning of projects. In addition, he or she would provide support to the staff of the Ministry of Interior on matters of public administration and would coordinate all activities, including training, with reference to municipal profiles in order to support the improvement of the delivery of public services to the population.

Component 2: security, public order and development of the rule of law

47. Component 2 encompasses security stabilization and the reform of police, judicial and corrections sectors, which incorporates the activities of the Mission's military, police, Joint Mission Analysis Cell, Joint Operations Centre, community violence reduction, legal affairs, justice, corrections and HIV/AIDS elements working in partnership with the Government of Haiti, the Haitian National Police, the National Commission on Disarmament, Dismantlement and Reinsertion, the national judiciary and prison administration, universities, the United Nations country team and bilateral donors. The main priorities during the 2009/10 period would be to maintain a secure and stable environment while providing support to the restructuring and reform process of the Haitian National Police, and to provide support to the reform and institutional strengthening of the judicial and correction systems, with emphasis on harmonizing these reform processes. The Mission will also seek to contribute to improved border security by reorienting its military and police personnel, as required, to assist the Government of Haiti in controlling land and maritime borders. Regarding community violence reduction, the Mission's reoriented programme would focus on institutional support and capacity-building of the National Commission on Disarmament, Dismantlement and Reinsertion as well as on labour-intensive, income-generating projects for violence-affected communities.

Expected accomplishments	*Indicators of achievement*
2.1 Secure and stable environment in Haiti	2.1.1 Decrease in the number of reported kidnappings in Port-au-Prince (2007/08: 245; 2008/09: 285; 2009/10: 200)
	2.1.2 Increase in the total number of weapons registered by the Haitian National Police (2007/08: 588; 2008/09: 40,000;[a] 2009/10: 15,000)
	2.1.3 Decrease in the number of officially recorded wrongful deaths in Haiti (2007/08: 488; 2008/09: 320;[b] 2009/10: 350)
	2.1.4 Increase in the number of joint Haitian National Police/MINUSTAH police patrols conducted in high-risk neighbourhoods in Port-au-Prince and Gonaïves (2007/08: 10,248; 2008/09: 12,500; 2009/10: 15,000)

[a] As reflected in the 2008/09 budget report (A/62/720); the projection for the same period is 10,000.
[b] As reflected in the 2008/09 budget report (A/62/720); the projection for the same period is 400.

Outputs

- 467,200 mobile patrol person days (20 troops per patrol x 4 patrols per infantry company x 16 companies x 365 days)
- 427,050 troop fixed-site days to secure key sites and installations (65 troops per fixed-site x 18 fixed-sites x 365 days)
- 350,400 fixed/mobile checkpoint days to provide security along major roads/borders (15 troops x 4 checkpoints per infantry company x 16 companies x 365 days)

- 74,825 troop days quick-reaction capacity to prevent and deter the escalation of imminent security threats (205 troops per company x 1 company x 365 days)

- 3,120 helicopter air patrol hours (260 hours per month x 12 months) for military reconnaissance flights and medical evacuations; 60 United Nations police air patrol sorties (5 sorties x 12 months) in support of Haitian National Police anti-drug operations, the transfer of prisoners and seized goods, and for aerial reconnaissance before, during and after high-profile operations; and 60 Joint Mission Analysis Cell air sorties (5 sorties x 12 months) for reconnaissance

- 528 fixed-wing air patrol hours (44 hours per month x 12 months) for military air patrol sorties (5 military staff per sortie) and 120 Joint Mission Analysis Cell air sorties (10 sorties x 12 months) for reconnaissance

- 6,240 troop months (130 troops per operation x 4 operations per month x 12 months) and 4,200 joint United Nations police operation months (35 United Nations police officers per operation x 10 operations per month x 12 months) with the Haitian National Police in a front-line role on preventive joint tactical patrols; tactical operations against criminal targets based on operational needs; and strategic operations based on actionable intelligence

- 58,400 military troop patrol days to monitor the major crossing points along the land border (10 troops per patrol x 4 infantry patrol x 4 platoons x 365 days)

- 70,080 joint coast military patrol days with the Haitian Coast Guard to monitor along the coast (6 troops per boat x 2 boats per patrol x 16 coast patrol per day x 365 days)

- 157,680 United Nations police officer patrol days with the Haitian National Police (2 United Nations police officers per patrol x 4 patrols per Haitian National Police commissariat x 54 main Haitian National Police commissariats x 365 days)

- 236,520 formed police unit patrol days (8 formed police personnel per patrol x 3 patrols per platoon x 3 platoons per formed police unit x 9 formed police units x 365 days)

- 5,840 joint United Nations police maritime patrol hours with the Haitian Coast Guard (2 United Nations police officers per maritime vessel x 2 maritime vessels x 4 hours per maritime vessel per day x 365 days)

- 50,000 person hours of operational backup to the Haitian National Police in crowd control, including joint training exercises

- 7,300 joint United Nations police officer patrol days (5 United Nations police officers per patrol x 4 border crossings x 365 days) with the Haitian National Police to maintain a joint continuous presence at the 4 key land border crossings

- Conduct of 13,500 performance evaluations of Haitian National Police officers as part of the mentoring and evaluation of their individual and collective shortcomings and strengths

- Provision of technical advice to and mentoring of the Haitian National Police in support of its anti-kidnapping efforts, including the delivery of 3 training courses

- Provision of operational support to the Haitian National Police to tackle narcotics and goods trafficking, including advice on the development of standard operating procedures on the destruction of seized goods

- Provision of operational support to the Haitian National Police to ensure local, regional and national security for all elections (Chamber of Deputies, Senate, mayors, town delegates, communal section administrative councils and assemblies, as well as indirect elections) and provision of basic support to Haitian agencies for the establishment of polling stations in the rural areas, as required

- Provision of advice to the Haitian National Police on the operation of the weapons registry and the registration of small arms, including the weapons management database, and of a facility for the issuance of secure permits
- Provision of advice and logistical support to the National Commission on Disarmament, Dismantlement and Reinsertion and other relevant Government ministries on the development and implementation of community violence reduction-based programmes in major urban populations affected by violence
- Implementation of 25 labour-intensive projects for former members of armed groups, at-risk youth and women (total of 35,000 beneficiaries) in high-risk neighbourhoods, including 5 projects specifically targeting women affected by violence in the 5 most violence-affected departments
- Provision of advice and support to the National Commission on Disarmament, Dismantlement and Reinsertion on the development and implementation of a basic skills and reinsertion training programme for 1,200 former members of armed groups
- Provision of advice and support to the Government of Haiti on the reinsertion of 200 decommissioned Haitian National Police officers, 400 former armed individuals and prison inmates and 300 former military personnel (former Forces Armées d'Haiti)
- Provision of support to the Haitian authorities on the condition of 25 public sensitization and social mobilization campaigns in violence-affected areas to promote the culture of non-violence and increase the number of weapons registered, including 10,000 T-shirts, 7,000 flyers, 8,000 posters, 12,000 stickers, 4,000 school satchels, 10,500 bandanas, 5,000 caps, 20,000 pens, 200 banners, 2 television programmes, 5 radio publicity drives and 4 articles
- Public information and outreach campaign on law and order, including 50 banners, 500 posters, 750 flyers, 500 stickers, 25,000 pamphlets and 2,000 T-shirts

Expected accomplishments	*Indicators of achievement*
2.2 Progress towards reform and restructuring of the Haitian National Police	2.2.1 Increase in the total number of sworn Haitian National Police officers (2007/08: 8,546; 2008/09: 9,900; 2009/10: 12,000)
	2.2.2 Deployment of Service départemental de la Police Judiciaire in 7 departments (2007/08: 2; 2008/09: 4; 2009/10: 7)
	2.2.3 The Haitian Coast Guard is operational in 9 departments (2007/08: 2; 2008/09: 4; 2009/10: 9)
	2.2.4 The Compagnie d'intervention et de maintien de l'ordre (CIMO) and the Unités départementales pour le maintien de l'ordre (UDMO) are operational in all 10 departments (2007/08: 2 UDMO; 2008/09: 5 UDMO; 2009/10: 13 (1 CIMO, 12 UDMO))
	2.2.5 Increase in the number of Haitian National Police officers specialized in ballistics, fingerprints and toxicology (2007/08: 2 officers specialized in ballistics and 2 in fingerprints; 2008/09: 6 officers specialized in ballistics, 6 in fingerprints and 2 in toxicology; 2009/10: 8 officers specialized in ballistics, 8 in fingerprints and 8 in toxicology)

Outputs

- Provision of technical assistance to the Haitian National Police on the planning, management and coordination of the Haitian National Police reform plan
- Provision of basic training for 2,100 police cadets, including a 3-month field training programme and background checks of the applicants
- Conduct of remedial field coaching for 1,000 Haitian police officers identified through the competency-based vetting process as inadequate in specific competencies
- Conduct of 20 specialized training courses for 600 in-service Haitian National Police officers and of advanced management training for 50 senior officers
- Provision of technical assistance to the Haitian National Police on the joint programme for the integrity-vetting of Haitian National Police officers, in conjunction with the Office of the Inspector-General
- Provision of assistance to the Government of Haiti on the reinsertion of 200 decommissioned Haitian National Police officers
- Organization of 2 workshops for the senior management of the Haitian National Police for refresher training on human rights
- Provision of advice to the Haitian National Police on the strengthening the Judicial Police, CIMO and UDMO
- Organization of specialized training for 50 Haitian National Police child protection focal points
- Organization of training for 1,400 Haitian National Police cadets and 500 in-service Haitian National Police officers in the commissariats in Port-au-Prince on children's rights and juvenile justice, and on procedures to deal with children in conflict with the law and child victims of sexual violence
- Provision of advice to the Haitian National Police on the reception of women victims of violence in police commissariats in collaboration with the mechanism Concertation nationale contre les violences spécifiques faites aux femmes, and on the implementation of the special operating procedures for women victims of violence in 4 departments
- Conduct of 3 training seminars on gender issues and violence against women for 120 Haitian National Police gender focal points
- Organization of 1 workshop on gender issues and security sector reform for 40 representatives of the Haitian National Police, the judiciary and civil society
- Provision of support to the Haitian authorities on the implementation of the 2008-2011 HIV/AIDS National Strategic Plan, in cooperation with the United Nations country team, through the training of 50 HIV/AIDS peer educators, the conduct of 20 awareness sessions and 2 workshops for people living with HIV/AIDS, with emphasis on the uniformed services (Haitian National Police, and Customs and Immigration officers), ministerial staff and representatives of governmental and non-governmental organizations
- Public information, advocacy and outreach campaigns on police reform, including 3 press conferences, 1,000 T-shirts, 1,000 flyers, 3,000 pamphlets, 1,000 posters, 80 banners, 2 television programmes, 5 radio publicity drives and 10 articles to raise awareness about the Brigade de protection des mineurs within the Haitian National Police

Expected accomplishments	*Indicators of achievement*
2.3 Reform and institutional strengthening of the judicial and correction systems	2.3.1 Completion of the restructuring of the Ministry of Justice to include planning, statistics and judicial inspection units
	2.3.2 Amendment by Parliament of the articles of the Penal Code and the Criminal Procedure Code, and adoption by Parliament of new civil and commercial legislation
	2.3.3 Certification and assignment of 350 existing magistrates by the Conseil supérieur du pouvoir judiciaire in the judiciary according to their qualifications, ethics and competencies
	2.3.4 Participation of 120 "élèves-magistrats" in the admission test, including 60 who are undergoing the initial training programme, and completion of on-the-job training sessions for 180 judiciary professionals at the École de la Magistrature
	2.3.5 Decrease in the percentage of prisoners held in illegal and prolonged pre-trial detention by increasing the number of judgments rendered (2007/08: 87 per cent held in illegal and prolonged pre-trial detention; 2008/09: 60 per cent;[a] 2009/10: 80 per cent)
	2.3.6 Increase in the number of Legal Aid Offices from 12 offices in 12 jurisdictions in 2008/09 to 16 offices in 16 jurisdictions in 2009/10
	2.3.7 No more than 0.5 per cent of prison escapees (2007/08: 0.5 per cent; 2008/09: 0.5 per cent; 2009/10: 0.5 per cent)
	2.3.8 Increase in the number of recruited and trained Correction Officers in the Haitian Prison Administration (2007/08: 227; 2008/09: 500; 2009/10: 750)

[a] As reflected in the 2008/09 budget report (A/62/720); the projection for the same period is 85 per cent.

Outputs

- Provision of technical assistance to the Ministry of Justice on the implementation of the Strategic Justice Reform Plan to support the functioning of an independent, efficient and accessible judiciary in the framework of the poverty reduction strategic paper
- Provision of technical assistance to the Ministry of Justice on the restructuring of the Ministry through the adoption of a law and organigramme and the establishment of a functional strategic planning unit, statistics unit and judicial inspection unit
- Provision of technical support to the Ministry of Justice on the coordination of international aid and donor support for the justice system

- Provision of technical assistance to the Haitian authorities on the drafting of proposals and on the validation of and advocacy for urgent reforms to criminal and other key legislation
- Provision of technical assistance to the Conseil supérieur du pouvoir judiciaire, including through capacity-building, on its functioning and activities as a control and disciplinary body, including the certification of the existing magistrates and a functional judicial inspectorate
- Provision of technical assistance to the École de la Magistrature on its functioning, the organization of transparent admission tests, the provision of the initial training programme to new élèves-magistrats and the conduct of refresher courses for serving magistrates and other judicial actors
- Conduct of 6 on-the-job training sessions for 360 judges, prosecutors, justices of the peace and registry clerks of selected jurisdictions on selected topics of criminal and procedural law, criminology and/or international conventions, in coordination with the École de la Magistrature and donors
- Provision of technical assistance, in coordination with the relevant president and public prosecutors of courts and specialized chambers/panels, on issues related to financial and economic crimes, kidnappings and gross violations of human rights
- Provision of technical assistance to the juvenile tribunals of Port-au-Prince and Cap-Haïtien and to the judges specialized in juvenile justice in different jurisdictions of the country, including through capacity-building, on their functioning and activities
- Provision of advice to and mentoring of judicial actors in all jurisdictions (prosecutors, investigative judges, trial judges, justices of the peace, clerks and registrars) to ensure due process in the administration and functioning of courts and penal proceedings, in particular the reorganization and standardization of court registration processes and case tracking management
- Provision of technical support, including the conduct of 2 seminars, on coordination mechanisms and instruments between judicial actors and the Haitian National Police on modalities of arrest and collection of data on cases of arrestees and detainees
- Provision of technical assistance to the Ministry of Justice/Conseil supérieur du pouvoir judiciaire on the implementation of the itinerant judges programme
- Provision of technical assistance to Legal Aid Offices in 16 jurisdictions and to the Ministry of Justice on the development of a national legal aid programme
- Provision of technical assistance and advice on the drafting and promotion of relevant legislation and the conduct of 1 workshop on capacity-building to reinforce the capacity of justice auxiliaries (lawyers, bailiffs, registrars)
- Provision of advice to the Ministry of Justice, the Ministry of Social Affairs and the Institut du bien-être Social et de recherches on children's rights, juvenile justice and rehabilitation, in particular for the establishment of juvenile rehabilitation centres, and the conduct of 5 training sessions on children's rights for the new personnel of juvenile rehabilitation centres
- Provision of assistance, including the conduct of 2 workshops, to universities and civil society organizations on the organization of debates for a public advocacy and outreach campaign to mobilize popular support for judicial reform
- Provision of advisory and mentoring assistance to the Haitian Prison Administration in 750 prison visits on key strategic and operational issues related to the Strategic Plan for the Haitian Prison Administration, including on security, infrastructure, human resources, training and prison infrastructure

- Provision of technical assistance to the Haitian Prison Administration and to 40 senior Corrections Officers, including the training of 8 trainers and 50 Inspectors/Supervisors
- Provision of advice to the Haitian authorities on the development of case management policy (security-level assessment, correctional planning, correctional programme development) and related training programmes
- Public information campaign on the reform of the corrections and justice system, including 200 banners, 5,600 posters, 10,000 flyers, 5,000 stickers, 17,000 pamphlets, 10,000 T-shirts, 3 radio broadcasts, 2 television programmes, 20 media articles, 2,500 bandanas and 20 public events at the regional multimedia centres

External factors

Stakeholders at all levels will continue to cooperate. Donors will provide voluntary contributions

Table 3
Human resources: component 2, security, public order and development of the rule of law

Category	***Total***
I. Military contingents	
Approved posts 2008/09	**7 060**
Proposed posts 2009/10	**7 060**
Net change	—
II. United Nations police	
Approved posts 2008/09	**951**
Proposed posts 2009/10	**951**
Net change	—
III. Formed police units	
Approved posts 2008/09	**1 140**
Proposed posts 2009/10	**1 140**
Net change	—
IV. Government-provided personnel	
Approved posts 2008/09	**16**
Proposed posts 2009/10	**24**
Net change	**8**

	International staff										
V. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*[a]	*General Service*[a]	*Security Service*	***Subtotal***	*National staff*[b]	*United Nations Volunteers*	***Total***
Office of the Force Commander											
Approved posts 2008/09	—	1	—	—	—	1	—	**2**	3	—	**5**
Proposed posts 2009/10	—	1	—	—	1	—	—	**2**	3	—	**5**
Net change	—	—	—	—	**1**	**(1)**	—	—	—	—	—
Approved temporary positions[c] 2008/09	—	—	—	—	1	—	—	**1**	1	—	**2**
Proposed temporary positions[c] 2009/10	—	—	—	—	1	—	—	**1**	1	—	**2**
Net change	—	—	—	—	—	—	—	—	—	—	—

Subtotal											
Approved posts 2008/09	—	1	—	—	1	1	—	**3**	4	—	**7**
Proposed posts 2009/10	—	1	—	—	2	—	—	**3**	4	—	**7**
Net change	**—**	**—**	**—**	**—**	**1**	**(1)**	**—**	**—**	**—**	**—**	**—**
Office of the Police Commissioner											
Approved posts 2008/09	—	2	5	—	2	1	—	**10**	3	22	**35**
Proposed posts 2009/10	—	2	5	—	3	—	—	**10**	4	22	**36**
Net change	**—**	**—**	**—**	**—**	**1**	**(1)**	**—**	**—**	**1**	**—**	**1**
Joint Mission Analysis Cell											
Approved posts 2008/09	—	—	1	1	—	1	—	**3**	—	1	**4**
Proposed posts 2009/10	—	—	1	1	1	—	—	**3**	—	1	**4**
Net change	**—**	**—**	**—**	**—**	**1**	**(1)**	**—**	**—**	**—**	**—**	**—**
Joint Operations Centre											
Approved posts 2008/09	—	—	1	4	—	—	—	**5**	—	—	**5**
Proposed posts 2009/10	—	—	1	4	—	—	—	**5**	—	—	**5**
Net change	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Justice Section											
Approved posts 2008/09	—	1	8	9	—	1	—	**19**	22	10	**51**
Proposed posts 2009/10	—	1	7	8	1	—		**17**	19	8	**44**
Net change	**—**	**—**	**(1)**	**(1)**	**1**	**(1)**	**—**	**(2)**	**(3)**	**(2)**	**(7)**
Corrections Unit											
Approved posts 2008/09	—	—	—	—	—	—	—	**—**	—	—	**—**
Proposed posts 2009/10	—	—	1	1	—	—	—	**2**	3	2	**7**
Net change	**—**	**—**	**1**	**1**	**—**	**—**	**—**	**2**	**3**	**2**	**7**
Community Violence Reduction Section											
Approved posts 2008/09	—	—	2	3	—	1	—	**6**	20	6	**32**
Proposed posts 2009/10	—	—	2	3	1	—	—	**6**	20	6	**32**
Net change	**—**	**—**	**—**	**—**	**1**	**(1)**	**—**	**—**	**—**	**—**	**—**
Office of Legal Affairs											
Approved posts 2009/09	—	—	3	1	1	—	—	**5**	2	—	**7**
Proposed posts 2009/10	—	—	3	1	1	—	—	**5**	2	—	**7**
Net change	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Subtotal, civilian staff											
Approved posts 2008/09	—	4	20	18	3	5	—	**50**	50	39	**139**
Proposed posts 2009/10	—	4	20	18	8	—	—	**50**	51	39	**140**
Net change	**—**	**—**	**—**	**—**	**5**	**(5)**	**—**	**—**	**1**	**—**	**1**
Approved temporary positions[c] 2008/09	—	—	—	—	1	—	—	**1**	1	—	**2**
Proposed temporary positions[c] 2009/10	—	—	—	—	1	—	—	**1**	1	—	**2**
Net change	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**

Subtotal											
Approved posts 2008/09		4	20	18	4	5	—	**51**	51	39	**141**
Proposed posts 2009/10		4	20	18	9	—	—	**51**	52	39	**142**
Net change	—	—	—	—	**5**	**(5)**	—	—	**1**	—	**1**
Total (I-V)											
Approved posts 2008/09											**9 308**
Proposed posts 2009/10											**9 317**
Net change											**9**

[a] Pursuant to General Assembly resolution 63/250, reflects the conversion to the Field Service category of approved General Service posts without change in functions.
[b] Includes National Officers and national General Service staff.
[c] Funded under general temporary assistance.

Government-provided personnel: increase of 8 personnel

48. In paragraph 7 of its resolution 1542 (2004), the Security Council decided that the mandate of MINUSTAH would include assistance with the restoration and maintenance of the rule of law, public safety and public order, as well as with institutional strengthening, including the re-establishment of the corrections system. The staffing structure of the Unit had been small until the Security Council, by its resolution 1702 (2006), authorized the deployment of 16 Corrections Officers seconded from Member States in support of the Government of Haiti to address the shortcomings of the prison system. The Corrections Unit, which has an existing staffing of seven civilian posts and positions (2 international posts, 3 national posts and 2 United Nations Volunteers), currently provides support to the Direction de l'administration pénitentiaire composed of the Haitian prison administration and 17 prisons. The deployment of 16 Corrections Officers proved to be essential in supporting the Mission's mandate in the area of prisons, as their continued presence in the field provided invaluable support and assistance to the prisons they covered. However, support to other prisons, which required just as much, if not more, assistance could not be provided, owing to their remote geographical location and inaccessibility. The 16 Corrections Officers are currently deployed on a geographical basis but, in view of their limited number, they are unable to address all of the numerous problems related to prison overpopulation and the management training of the Haitian Prison Administration.

49. In order to address the additional support requirements at the National Penitentiary, in some departments and at the central level, eight additional Corrections Officers (Government-provided personnel) are proposed for the 2009/10 period to be deployed as follows: three Corrections Officers at the National Penitentiary; one Corrections Officer each in Port-de-Paix, Jacmel and Jérémie; one Corrections Officer in Port-au-Prince for additional support for reporting purposes, including analytical reporting and reporting on cross-cutting issues in the broader scope of the rule of law portfolio; and one Corrections Officer in a specialized field (prison design) in Port-au-Prince for capacity-building support to the headquarters of the Haitian Prison Administration.

50. The additional eight Corrections Officers would enable MINUSTAH to establish a presence throughout the country and to strengthen the capacity of the Corrections Unit in increasing the frequency of its visits to penitentiary institutions. The additional eight Corrections Officers would also ensure sustainability in

national capacity-building activities, as well as reinforcing the presence at key penal institutions.

Office of the Police Commissioner

National staff: increase of 1 post

51. In order to facilitate the coordination between the Government of Haiti and MINUSTAH on the implementation of the Haitian Police Reform Plan, it is proposed that one post of Public Security Adviser (National Officer) be established.

52. Taking into account the Mission's mandate to support the Government of Haiti in the implementation of the Haitian Police Reform Plan, MINUSTAH has had to configure its staffing structure to support the mandated task. It has been determined that in order to support the implementation of the Plan, additional capacity would be required to establish the link between the Government and the Mission. To meet this operational requirement, the Mission temporarily redeployed a vacant National Officer post from the Medical Section to the Office of Police Commissioner, which is currently encumbered. In view of the continuing requirement for the post, it is proposed to establish a post of Public Security Adviser (National Officer) in the Office of Police Commissioner.

53. The Public Security Adviser would be embedded with the Deputy Commissioner for Development in the Office of the Secretary of State for Public Security of Haiti and would be responsible for the provision of advice on public security documents and on proposals in support of the Haitian National Police Reform Plan; review and monitoring of national security activities and the assessment of trends which may affect the security situation; analyses of security and related events within an assigned area with a view to providing early warning to the Secretary of State; and provision of support to the Haitian National Police management, Customs and Immigration officials, other national officials as well as United Nations police officers on the planning of proposed projects and the review of ongoing project activities. In consultation with the Deputy Police Commissioner for Development, he or she would also carry out administrative functions related to the implementation of the Haitian National Police Reform Plan.

Justice Section

International staff: decrease of 2 posts

National staff: decrease of 3 posts

United Nations Volunteers: decrease of 2 positions

54. As outlined in paragraphs 56 and 57 below, it is proposed that the Corrections Unit, with its approved staffing structure of six posts, comprising two international posts, two national posts and two United Nations Volunteers positions, be established as a separate organizational unit.

55. In addition, it is proposed that one existing post of Legal Officer (National Officer) in the Justice Section be abolished, taking into account that the Mission has been unable to identify suitable candidates for the post, which has been vacant since 2004. The post had been temporarily redeployed from the Justice Section to the Corrections Unit, in order to meet the Unit's operational requirements for an

Engineering Officer to support the Haitian Prison Administration in connection with infrastructure projects in the area of prisons.

Corrections Unit

International staff: increase of 2 posts

National staff: increase of 3 posts

United Nations Volunteers: increase of 2 positions

56. It is proposed that the Corrections Unit, with its approved staffing structure of six posts (2 international posts, 2 national posts and 2 United Nations Volunteers positions), be established as a separate organizational unit. The Chief of the Corrections Unit will report directly to the Principal Deputy Special Representative of the Secretary-General.

57. Since the inception of MINUSTAH in 2004, the Corrections Unit has been included within the staffing structure of the Justice Section. Taking into account the increased role of MINUSTAH in support of the strengthening of the corrections system of the Government of Haiti, as reflected in Security Council resolution 1702 (2006), including the Security Council's decision to authorize the deployment of 16 Corrections Officers seconded from Member States, it has been determined that the establishment of the Corrections Unit as a separate entity would enhance MINUSTAH support to the strengthening of Haiti's corrections system. While the Section currently provides support to the Haitian Prison Administration composed of the Haitian prison administration and 17 prisons, recent experience and evolving operational requirements have led to the determination that the separation of the Corrections Unit from the Justice Section, with its distinct functions and responsibilities, is now warranted. The primary reasons for the proposal are (a) to harmonize the Mission's structure with the Haitian system and to facilitate the performance of functions related to capacity- and institution-building, (b) to provide the Corrections Unit with direct access to national counterparts in order to respond to increasing and urgent requirements of the prisons systems, and (c) to facilitate the management of the Justice Section and Corrections Unit in accordance with Haitian priorities and mandated activities.

58. It is also proposed that one post of Engineering Officer (National Officer) be established to augment the capacity of the Corrections Unit to support the activities of the Haitian Prison Administration. As the Haitian Prison Administration does not have the capacity to support the workload, both on quantitative and qualitative levels, owing to a lack of personnel and of requisite skills, the staffing structure of the Corrections Unit would need to be strengthened to support the Haitian Prison Administration on infrastructure projects in the area of prisons, including project development, the bidding process and the supervision of the implementation of the projects.

59. The Mission's increased role and responsibilities in supporting the prison system of Haiti have garnered greater interest from external donors and as a result, funding from donor organizations and Governments has been made available for large-scale infrastructure projects for the Haitian prison system. As indicated in paragraph 55 above, a vacant post of Legal Officer (National Officer) in the Justice Section had been temporarily redeployed to the Corrections Unit for an Engineering Officer to provide assistance in the emerging operational requirement to provide

support to the Haitian Prison Administration in connection with the development and implementation of large-scale infrastructure projects in the area of prisons. Accordingly, it is proposed that the temporary measure to strengthen the capacity of the Corrections Unit be regularized through the establishment of the proposed post of Engineering Officer. The functions of the post would primarily support MINUSTAH capacity-building activities with the Haitian Prison Administration, including the transfer of skills, in connection with project development, budgeting, information technology skills and project implementation.

Component 3: human rights

60. Component 3 encompasses the monitoring of the human rights situation in Haiti and the provision of advice to the Government of Haiti and human rights organizations on improving the human rights situation. The component incorporates the activities of the Mission's human rights, gender and child protection elements that are working in partnership with the Government of Haiti, Parliament, rule of law agencies, national and international non-governmental organizations, the United Nations country team, the Office of the United Nations High Commissioner for Human Rights (OHCHR), Special Rapporteurs and the independent experts for Haiti. The main priority during 2009/10 will be to continue progress towards the promotion and protection of human rights, including those of women and children, facilitate institutional reform, strengthen the capacities of local non-governmental organizations, law enforcement, judicial and administrative authorities and conduct civic education.

Expected accomplishments	*Indicators of achievement*
3.1 Progress towards the promotion and protection of human rights, including those of women and children	3.1.1 Two international human rights instruments signed and submitted to Parliament for ratification
	3.1.2 Increase in the number of cases investigated by the Inspection générale and brought before the courts for prosecution (2007: 205 investigated — 28 referred to courts; 2008: 120 investigated — 40 referred to courts; 2009: 250 investigated — 45 referred to courts)
	3.1.3 Haitian authorities reporting in accordance with obligations under conventions and treaties ratified by the State
	3.1.4 Ratification by Parliament of the 2 Optional Protocols to the Convention on the Rights of the Child

Outputs

- 10 public reports on the human rights situation throughout Haiti
- Biannual public, analytical human rights reports
- 2 public thematic human rights reports
- Provision of advice and mentoring to the Office pour la protection des citoyens (ombudsman institution) on human rights issues and the conduct of human rights investigations

- Provision of advice to the Haitian authorities on the ratification of human rights treaties and conventions, including the 2 Optional Protocols to the Convention on the Rights of the Child
- Conduct of 8 training courses for 25 national human rights non-governmental organizations (total of 125 participants) on the right to health and property
- Conduct of 8 training courses for 25 national human rights non-governmental organizations on the monitoring of political rights during the elections
- Conduct of 8 training courses for 250 judicial and corrections officers on human rights
- Organization of 1 joint training seminar, in cooperation with OHCHR, for 15 Haitian authorities on the preparation of regular reports on the human rights treaties and conventions ratified by the State
- Provision of advice and advocacy to the Haitian authorities on the reporting obligations under human rights treaties and conventions ratified by the State, such as the Convention on Civil and Political Rights and the Convention on the Rights of the Child
- Provision of advice and advocacy to the Haitian authorities on the adoption of the 2 Optional Protocols to the Convention on the Rights of the Child
- Provision of support to the United Nations country team and the Concertation nationale contre les violences spécifiques faites aux femmes on coordination issues related to violence against women and on the development of a data-collection system documenting violence against women in 5 departments
- Provision of technical advice to the Ministry of Women's Affairs, in cooperation with the United Nations country team, on the application of the Convention on the Elimination of all Forms of Discrimination against Women, including advocacy for the adoption of the Optional Protocol to the Convention
- Monitoring and reporting of violations against children affected by armed violence in accordance with relevant Security Council resolutions, including resolution 1612 (2005)
- Conduct of 6 training sessions for Haitian non-governmental organizations and national institutions on the monitoring of violations against children
- Conduct of 5 training sessions for 100 journalists on ethical principles of reporting on child victims of kidnapping and sexual violence and children affected by armed violence
- Provision of advice to the Haitian authorities, in cooperation with the United Nations country team, on HIV/AIDS, including on legislation and the prevention of stigma and discrimination against people living with HIV/AIDS
- Public information campaign, in collaboration with local authorities in 9 departments, on the strengthening of human rights standards, including 300 banners, 600 posters, 200 stickers, 4 radio broadcasts, 4 media articles, and the promotion of a human rights film festival in the regional multimedia centres; the celebration of 3 human rights days per year (women, children and human rights), including 2,200 posters, 1,500 T-shirts, 5 radio broadcasts and 6 media articles; and awareness-raising on 2 human rights conventions, including 2 radio broadcasts, 2 media articles and 1,000 copies of human rights conventions in French and in Creole to raise awareness of 2 human rights conventions
- Public information campaign on the promotion and protection of human rights of women, including 4 radio broadcasts and 30 banners, 15,000 posters, 15,000 pamphlets, 6,000 T-shirts, 3 radio programmes, 3 national radio spots, 3 television programmes, 3 media articles and 27 public events at the regional multimedia centres

- Public information campaign on the protection of children's rights, prevention of child trafficking and illegal orphanages, including 1,000 posters, 5 radio broadcasts, 35 banners, 2,000 stickers, 22,000 pamphlets, 3,000 T-shirts, 4 radio programmes on thematic issues related to children's rights, 3 television programmes and 3 media articles to support awareness of the activities of the Institut du bien-être social et de recherches

- Public information campaign to raise awareness on HIV/AIDS, to promote World AIDS Day and to support the HIV National Multisectorial Strategic Plan, including 20 banners, 1,000 posters, 2,000 pamphlets, 4 radio broadcasts, 2 television programmes, 3 media articles and 9 public events at regional multimedia centres

External factors

Stakeholders at all levels will continue to cooperate. Donors will provide voluntary contributions

Table 4
Human resources: component 3, human rights

	International staff										
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*[a]	*General Service*[a]	*Security Service*	***Subtotal***	*National staff*[b]	*United Nations Volunteers*	***Total***
Human Rights Section											
Approved posts 2008/09	—	1	6	13	—	1	—	**21**	24	6	**51**
Proposed posts 2009/10	—	1	6	13	1	—	—	**21**	24	6	**51**
Net change	—	—	—	—	**1**	**(1)**	—	—	—	—	—
Child Protection Unit											
Approved posts 2008/09	—	—	1	—	—	—	—	**1**	3	1	**5**
Proposed posts 2009/10	—	—	1	—	—	—	—	**1**	3	1	**5**
Net change	—	—	—	—	—	—	—	—	—	—	—
Gender Unit											
Approved posts 2008/09	—	—	1	1	—	—	—	**2**	5	1	**8**
Proposed posts 2009/10	—	—	1	1	—	—	—	**2**	5	1	**8**
Net change	—	—	—	—	—	—	—	—	—	—	—
Total											
Approved posts 2008/09	—	1	8	14	—	1	—	**24**	32	8	**64**
Proposed posts 2009/10	—	1	8	14	1	—	—	**24**	32	8	**64**
Net change					**1**	**(1)**					—

[a] Pursuant to General Assembly resolution 63/250, reflects the conversion to the Field Service category of the approved General Service post, without change in functions.
[b] Includes National Officers and national General Service staff.

Component 4: humanitarian development coordination

61. Component 4 reflects the provision of support and advice to the Government of Haiti to strengthen its capacity for coordinated humanitarian response, poverty reduction and delivery of public services. The component incorporates the activities

of the Mission's humanitarian and development coordination element that is working in partnership with the Government of Haiti, including local authorities, national and international non-governmental organizations, the private sector, the United Nations country team, international financial institutions and donors. The main priorities during 2009/10 would be capacity-building of coordination mechanisms at the departmental level.

Expected accomplishments	*Indicators of achievement*
4.1 Improved humanitarian situation and progress towards economic recovery and poverty reduction in Haiti	4.1.1 Reinforcement of departmental coordination mechanisms (Table de concertation départementale and related sector groups) whereby the Ministry of Planning and External Cooperation plans and coordinates basic social services delivery without external support (2007/08: 2; 2008/09: 3; 2009/10: 5)
	4.1.2 130 national officials (60 mayors, 50 Municipal Committee agents, 20 civil servants) are trained to respond to a natural or man-made humanitarian crisis and to provide emergency assistance and basic social services for the local population

Outputs

- Provision of advice to the Haitian authorities, including the Ministry of Planning and External Cooperation, on issues related to humanitarian and development needs and on the coordination and implementation of the poverty reduction strategy paper and the United Nations development assistance framework
- Provision of technical assistance to the Tables de concertation départementales on the development of their capacity, including provision of support to monthly meetings of the tables de concertation départementales with Government officials, representatives of United Nations agencies, funds and programmes, non-governmental organizations and civil society in 10 departments
- Provision of technical support to local Haitian authorities in the 10 departments on natural disaster preparedness and response capacity, in collaboration with the United Nations country team
- Provision of support, through monthly coordination meetings with humanitarian and development partners, on the review of response priorities (food crisis, agriculture production, labour-intensive activities and safety nets), in coordination with the Government of Haiti
- Public information and advocacy campaign, in collaboration with the United Nations country team, on natural risk and disaster management in support of national institutions, including 10,000 pamphlets, 1,000 posters, 15 television programmes and 4 audio-visual publicity spots

External factors

No major natural disasters or civil unrest will take place; donors will disburse sufficient funds in a timely manner; stakeholders at all levels will continue to cooperate

Table 5
Human resources: component 4, humanitarian and development coordination

Civilian staff	International staff								National staff[b]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service[a]	General Service[a]	Security Service	Subtotal			
Humanitarian and Development Coordination Unit											
Approved posts 2008/09	—	—	4	1	—	1	—	6	12	1	19
Proposed posts 2009/10	—	—	4	1	1	—	—	6	12	1	19
Net change	—	—	—	—	1	(1)	—	—	—	—	—
HIV/AIDS Unit											
Approved posts 2008/09	—	—	1	—	—	—	—	1	3	2	6
Proposed posts 2009/10	—	—	1	—	—	—	—	1	3	2	6
Net change	—	—	—	—	—	—	—	—	—	—	—
Total											
Approved posts 2008/09			5	1	—	1	—	7	15	3	25
Proposed posts 2009/10			5	1	1	—	—	7	15	3	25
Net change			—	—	1	(1)	—	—	—	—	—

[a] Pursuant to General Assembly resolution 63/250, reflects the conversion to the Field Service category of the approved General Service post, without change in functions.
[b] Includes National Officers and national General Service staff.

Humanitarian and Development Coordination Unit

National staff: no net change

62. It is proposed that a post of Humanitarian Affairs Officer (National Officer) be established to strengthen the capacity of the Unit to fulfil its mandated activities. It is also proposed that one post of Administrative Assistant (national General Service) be abolished.

63. Based on recent and evolving operational requirements, a vacant post (National Officer) in the Transport Section had been temporarily redeployed to the Unit. Taking into account the volume, scope and level of responsibilities of the Humanitarian Affairs Officer, a review of the functional requirements of the Unit has confirmed the continuing requirement for the post. The functions of the post would include monitoring, analyses and reporting on humanitarian development, disaster relief and the emergency situation in assigned areas; participation in large and complex projects, including disaster assessment and other joint field missions; formulation of project proposals; provision of support for field work; and participation in working groups, meetings and consultations with other agencies and humanitarian partners on emergency relief-related matters. The incumbent of the post would maintain contacts, monitor and evaluate humanitarian and development issues, and provide support to the West department, including the planning and management of social services for 20 communes.

64. It is also proposed that one post of Administrative Assistant (national General Service) be abolished, as the post had been vacant and, owing to evolving operational requirements, had been temporarily redeployed to the Transport Section in the Mission Support Division. It has been determined that the functions of the post can be absorbed by other staff in the Unit.

Component 5: support

65. The support component reflects the work of the Mission Support Division, the Conduct and Discipline Team, and the Security Section to provide effective and efficient logistical, administrative and security services in support of the implementation of the Mission's mandate through the delivery of related outputs and introduction of services improvements, as well as the realization of efficiency gains. Support will be provided to the authorized strength of 7,060 military contingents, 2,091 United Nations police personnel, including 1,140 formed police personnel, 24 seconded Corrections Officers as well as to the civilian staffing of 552 international staff, 1,293 national staff and 231 United Nations Volunteers, including temporary positions. The range of support will comprise all support services, including the implementation of conduct and discipline programmes, personnel administration, finance services, maintenance and construction of office and accommodation facilities, air and surface transport operations, communications, information technology, health care, as well as provision of security services Mission-wide.

Expected accomplishments	*Indicators of achievement*
5.1 Effective and efficient administrative, logistical and security support to the Mission	5.1.1 Maintenance of ambulance services 24 hours a day, 7 days a week, for all MINUSTAH personnel in Port-au-Prince and in 3 regions (2007/08: Port-au-Prince; 2008/09: Port-au-Prince, Cap-Haïtien, Les Cayes and Gonaïves; 2009/10: Port-au-Prince, Cap-Haïtien, Les Cayes and Gonaïves)
	5.1.2 Maintenance of 90 per cent compliance with the environmental standards of Headquarters and of Haiti (2007/08: 84 per cent; 2008/09: 90 per cent; 2009/10: 90 per cent)
	5.1.3 No cases of fuel fraud (2007/08: 3 cases; 2008/09: 0; 2009/10: 0)

Outputs

Service improvements

- Provision of ambulance services 24 hours a day, 7 days a week, for all MINUSTAH personnel in Port-au-Prince and in 3 regions (Cap-Haïtien, Les Cayes and Gonaïves)
- Implementation of proper utilization of disposal yards and monitoring of external service contracts for the disposal of all obsolete and written-off material, including hazardous materials
- Monitoring and reinforcement of environmental compliance in all MINUSTAH sites through regular inspections and corrective actions to meet regulatory environmental standards

- Implementation of an environmental awareness programme through training, presentation and publications to support environmental protection
- Operation of electronic monitoring and control systems for fuel usage in all United Nations-owned vehicles

Military, police and civilian personnel

- Emplacement, rotation and repatriation of an average strength of 7,060 military contingent personnel, 1,140 formed police personnel and 975 United Nations police officers (including 24 seconded Corrections Officers)
- Verification, monitoring and inspection of contingent-owned equipment and self-sustainment for an average strength of 7,060 military contingent personnel and 1,140 formed police personnel
- Storage and supply of rations and water for an average strength of 7,060 military contingent personnel and 1,140 formed police personnel in 30 locations
- Storage and supply of 54,568 litres of diesel for cooking purposes in support of 7,060 military contingent personnel and 1,140 formed police personnel
- Administration of an average of 552 international staff, 1,293 national staff and 231 United Nations Volunteers, including temporary positions
- Implementation of a conduct and discipline programme for all military, police and civilian personnel including training, prevention, monitoring and recommendations on remedial action where misconduct has occurred

Facilities and infrastructure

- Maintenance of 143 MINUSTAH premises and locations, comprising 45 military sites, 10 United Nations formed police sites, 55 civilian staff premises, 8 United Nations police premises and 25 United Nations police co-locations
- Provision and maintenance of sanitation services for 143 premises, including sewage and garbage collection and disposal
- Operation and maintenance of 44 water supply sources and 16 United Nations-owned water purification plants in 10 departments and 1 water bottling plant in Port-au-Prince
- Storage and supply of 9.9 million litres of petrol, oil and lubricants for generators
- Maintenance and renovation of 118 km of roads in Port-au-Prince
- Construction of 2 new helicopter landing sites and upgrade of 38 helicopter landing facilities with night landing capabilities (Les Cayes and Cap-Haïtien)
- Maintenance of fire systems for 143 MINUSTAH premises and locations to comply with fire safety standards
- Provision and maintenance of equipment and supplies in support of an average of 2,076 civilian personnel, 975 United Nations police personnel (including 24 seconded Corrections Officers) and 102 staff officers

Ground transportation

- Operation and maintenance of 1,067 vehicles and 102 vehicle attachments in 11 workshops in 11 locations
- Storage and supply of 5.1 million litres of petrol, oil and lubricants for 1,067 United Nations-owned vehicles and 1,477 contingent-owned vehicles

- Operation of a daily shuttle service in Port-au-Prince, 24 hours a day, 7 days a week, for an average of 729 United Nations military, police and civilian personnel

Air transportation

- Management and operation of 10 rotary-wing aircraft (6 military and 4 civilian) and 2 fixed-wing aircraft (1 military and 1 civilian) in 4 airfields and 7 helicopter landing sites
- Maintenance of the capability for simultaneous deployment of aircraft to 3 temporary operating bases in the regions
- Provision of round-the-clock aviation operations support, including search and rescue, casualty and medical evacuation, and night flights
- Storage and supply of 3.8 million litres of aviation fuel for 10 rotary-wing and 2 fixed-wing aircraft

Naval transportation

- Storage and supply of 2.6 million litres of petrol, oil and lubricants for 16 contingent-owned naval vessels

Communications

- Provision of support to and maintenance of a satellite network consisting of 2 Earth station hubs and 23 very small aperture terminal (VSAT) systems (9 in Port-au-Prince and 14 in remote locations) to provide voice, fax, video, data communications, disaster recovery and business continuity services
- Provision of support to and maintenance of 31 telephone exchanges and 138 microwave links
- Provision of support to and maintenance of the ultra-high frequency (UHF) repeater network consisting of 3,469 hand-held radios, 1,239 mobile radios, 115 base station radios, 2,129 hand-held radios trunking, 650 mobile radios trunking and 80 trunking base station radios
- Provision of support to and maintenance of the high frequency (HF) network consisting of 1,121 mobile radios with a global positioning system option and 107 data-capable base stations
- Provision of support to and maintenance of 13 communications centres
- Provision of support to and maintenance of 25 communications sites to enhance microwave and ultra-high frequency network coverage throughout Haiti

Information technology

- Provision of support to and maintenance of 106 servers, 2,416 desktop computers, 874 laptop computers, 618 printers and 181 digital senders
- Provision of support to and maintenance of local-area networks (LAN) and wide-area networks (WAN) for an average of 3,700 users

Medical

- Operation and maintenance of 26 level-I clinics in Port-au-Prince and regional locations and 1 level-II hospital in Port-au-Prince for the provision of medical services to all Mission personnel and to staff of other United Nations agencies in cases of emergency
- Operation and maintenance of a central laboratory in Port-au-Prince and 3 basic laboratories in Cap-Haïtien, Gonaïves and Les Cayes

- Operation and maintenance of 24-hour service in the United Nations level-I clinic in Port-au-Prince and an emergency service 24 hours a day, 7 days a week, in the regions through the military level-I clinics and a civilian doctor on call
- Operation and maintenance of a central dispensary in Port-au-Prince and basic dispensaries in Cap-Haïtien, Les Cayes and Gonaïves
- Maintenance of Mission-wide land and air evacuation arrangements for all Mission personnel, including strategic air evacuations from a level-I facility to a level-II hospital and from a level-II hospital to a level-III or level-IV facility
- Operation and maintenance of HIV voluntary confidential counselling and testing facilities for all mission personnel
- HIV sensitization programme, including peer education, for all Mission personnel

Security

- Provision of security services, 24 hours a day, 7 days a week, for an average of 102 staff officers, 975 United Nations police officers (including 24 Corrections Officers), 552 international staff and 231 United Nations Volunteers, including close protection of VIPs, as well as for United Nations facilities and sites
- Investigation of incidents and accidents involving Mission personnel and property
- Implementation and update of the security plan
- Implementation of a response capacity 24 hours a day, 7 days a week for fire rescue and safety for all Mission personnel, facilities and sites

External factors

Supplies, equipment and outsourced services will be delivered as contracted, and operations will not be adversely impacted by the hurricane season

Table 6
Human resources: component 5, support

	International staff										
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*[a]	*General Service*[b]	*Security Service*	***Subtotal***	*National staff*[b]	*United Nations Volunteers*	***Total***
Conduct and Discipline Team											
Approved posts 2008/09	—	—	2	1	—	—	—	**3**	1	—	**4**
Proposed posts 2009/10	—	—	2	1	—	—	—	**3**	1	—	**4**
Net change	—	—	—	—	—	—	—	—	—	—	—
Approved temporary positions[c] 2008/09	—	—	1	—	1	—	—	**2**	1	—	**3**
Proposed temporary positions[c] 2009/10	—	—	1	—	1	—	—	**2**	1	—	**3**
Net change	—	—	—	—	—	—	—	—	—	—	—

Civilian staff	International staff								National staff[b]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service[a]	General Service[a]	Security Service	Subtotal			
Subtotal											
Approved 2008/09	—	—	3	1	1	—	—	**5**	2	—	**7**
Proposed 2009/10	—	—	3	1	1	—	—	**5**	2	—	**7**
Net change	—	—	—	—	—	—	—	—	—	—	—
Security Section											
Approved posts 2008/09	—	—	3	15	45	1	—	**64**	214	—	**278**
Proposed posts 2009/10	—	—	3	15	49	—	—	**67**	214	—	**281**
Net change	—	—	—	—	**4**	**(1)**	—	**3**	—	—	**3**
Mission Support Division Office of the Chief											
Approved posts 2008/09	—	1	3	7	19	—	—	**30**	23	1	**54**
Proposed posts 2009/10	—	1	3	7	19	—	—	**30**	24	1	**55**
Net change	—	—	—	—	—	—	—	—	**1**	—	**1**
Approved temporary positions[c] 2008/09	—	—	—	—	2	—	—	**2**	1	—	**3**
Proposed temporary positions[c] 2009/10	—	—	—	—	2	—	—	**2**	1	—	**3**
Net change	—	—	—	—	—	—	—	—	—	—	—
Subtotal											
Approved 2008/09	—	1	3	7	21	—	—	**32**	24	1	**57**
Proposed 2009/10	—	1	3	7	21	—	—	**32**	25	1	**58**
Net change	—	—	—	—	—	—	—	—	**1**	—	**1**
Administrative Services											
Approved posts 2008/09	—	—	7	19	44	7	—	**77**	413	21	**511**
Proposed posts 2009/10	—	—	7	19	51	—	—	**77**	413	21	**511**
Net change	—	—	—	—	**7**	**(7)**	—	—	—	—	—
Approved temporary positions[c] 2008/09	—	—	—	—	4	—	—	**4**	2	1	**7**
Proposed temporary positions[c] 2009/10	—	—	—	—	4	—	—	**4**	2	1	**7**
Net change	—	—	—	—	—	—	—	—	—	—	—
Subtotal											
Approved 2008/09	—	—	7	19	48	7	—	**81**	415	22	**518**
Proposed 2009/10	—	—	7	19	55	—	—	**81**	415	22	**518**
Net change	—	—	—	—	**7**	**(7)**	—	—	—	—	—

Civilian staff	International staff: USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service[a]	General Service[a]	Security Service	Subtotal	National staff[b]	United Nations Volunteers	Total
Integrated Support Services											
Approved posts 2008/09	—	—	10	29	127	5	—	**171**	336	107	**614**
Proposed posts 2009/10	—	—	10	29	132	—	—	**171**	354	107	**632**
Net change	—	—	—	—	**5**	**(5)**	—	—	**18**	—	**18**
Approved temporary positions[c] 2008/09	—	—	—	—	9	—	—	**9**	63	16	**88**
Proposed temporary positions[c] 2009/10	—	—	—	—	**9**	—	—	**9**	**57**	**16**	**82**
Net change	—	—	—	—	—	—	—	—	**(6)**	—	**(6)**
Subtotal											
Approved posts 2008/09	—	—	10	29	136	5	—	**180**	399	123	**702**
Proposed posts 2009/10	—	—	10	29	141	—	—	**180**	411	123	**714**
Net change	—	—	—	—	**5**	**(5)**	—	—	**12**	—	**12**
Subtotal, support											
Approved posts 2008/09	—	1	25	71	235	13	—	**345**	987	129	**1 461**
Proposed posts 2009/10	—	1	25	71	251	—	—	**348**	1 006	129	**1 483**
Net change	—	—	—	—	**16**	**(13)**	—	**3**	**19**	—	**22**
Approved temporary positions[c] 2008/09	—	—	1	—	16	—	—	**17**	67	17	**101**
Proposed temporary positions[c] 2009/10	—	—	1	—	16	—	—	**17**	61	17	**95**
Net change	—	—	—	—	—	—	—	—	**(6)**	—	**(6)**
Total											
Approved posts 2008/09	—	1	26	71	251	13	—	**362**	1 054	146	**1 562**
Proposed posts 2009/10	—	1	26	71	267	—	—	**365**	1 067	146	**1 578**
Net change	—	—	—	—	**16**	**(13)**	—	**3**	**13**	—	**16**

[a] Pursuant to General Assembly resolution 63/250, reflects the conversion to the Field Service category of approved General Service posts, without change in functions.

[b] Includes National Officers and national General Service staff.

[c] Funded under general temporary assistance.

Security Section

International staff: increase of 3 posts

66. It is proposed that 3 posts of Security Officer (Field Service) be established to strengthen the capacity of the Section to conduct mandatory security training for civilian personnel, United Nations Volunteers, individually deployed United Nations police officers as well as military staff officers, and to provide support to the implementation of the policies on minimum operating security standards and minimum operating residential security standards.

67. The existing structure of the Training Unit includes only one Security Officer, who provides three-day training courses to international and national staff on raising security awareness and on essential skills to function in high-risk environments. In addition, the current Security Officer is responsible for the weapons qualifications for 64 Security Officers; the qualification and re-qualification on non-lethal weapons for 64 Security Officers and 214 national security guards; the armoured vehicle driver training for VIP national drivers; coordination of security training activities, including the Department of Safety and Security emergency trauma bag and the security certification programme; and close protection training. These functions have required the full-time services of the existing Security Officer.

68. One post of Security Officer (Field Service) is proposed to strengthen the capacity of the Training Unit of the Section to conduct mandatory security training, in accordance with organizational policies. The Safe and Secure Approaches in Field Environments (SSAFE) is a mandatory training programme for duty stations in phase III, which is conducted over four days and covers country-specific skill requirements, including personal security, survival as a hostage, radio operation, off-road driving, first aid and fire safety. This training is conducted under the direction of and validated by the Department of Safety and Security and is intended for international and national staff, United Nations Volunteers, individually deployed United Nations police officers and military staff officers. The SSAFE programme requires dedicated resources to train the targeted group at the rate of 24 trainees per training session for 3 courses per week on a continuing basis, resulting in a maximum of 864 trained staff per year for a targeted audience of MINUSTAH civilian staff, United Nations Volunteers, United Nations police officers and military staff officers. In order to implement the programme, 1 additional Security Officer (Field Service) with training qualifications and experience would be required to augment the capacity of the Training Unit for the coordination and conduct of training courses on SSAFE.

69. In addition, it is proposed that 2 posts of Security Officer (Field Service) be established to strengthen the capacity of the Section to support the implementation of the minimum operating security standards and the minimum operating residential security standards in the Mission area. The policy directive of the Department of Peacekeeping Operations to include individual deployed staff officers, United Nations police officers and Government-provided personnel in the implementation of the minimum operating residential security standards would require additional human resources in the Section. The United Nations prescribes system-wide arrangements for the protection of the United Nations civilian personnel and property, including on minimum operating security standards, minimum operating residential security standards, emergency communications, pre-deployment security training, contingency and security plans and the staff tracking system. The two posts are proposed to enable the Security Section to support the implementation of these policies, taking into account that the existing staffing structure of the Security Section includes one Planning Officer and the Zone Warden Security Coordinator, who are fully dedicated in the performance of their respective functions.

Mission Support Division

Office of the Chief

National staff: increase of 1 post

70. It is proposed that a post of Welfare Officer (National Officer) be established to support the organization of a comprehensive welfare programme for Mission personnel. The post would be under the direct supervision of the Chief of Mission Support and would coordinate activities with the Staff Counsellor.

71. Living and working conditions of international staff in the Mission area have been difficult, including constraints imposed by nightly curfew policies owing to security risks, exposure to shocking experiences, including extreme poverty and hurricane fatalities, and risks of depression and medical issues, including instances of medical repatriations. Based on recent Mission experience and to mitigate the risks on the well-being of Mission personnel, a vacant post (National Officer) had been temporarily redeployed from the Medical Section to the Office of the Chief of Mission Support to function as a Welfare Officer in order to support the requirement for a comprehensive, well-planned and well-organized welfare programme. Taking into account that most of the activities to be organized for personnel involve local institutions or recreation areas, it has been determined that the post should be encumbered by a Haitian national who would have sufficient knowledge of and experience with the local environment and have fluency in French, English and Creole. As it has also been determined that the functions are of a continuing requirement, the post of Welfare Officer is proposed to regularize the temporary arrangement currently in place.

72. As part of the induction process, the Welfare Officer (National Officer) would be involved in the orientation of newly recruited staff members to the Mission area, including introduction to the local culture and the provision of information on welfare and recreational activities available in the Mission area, such as recommendations on sports and recreational facilities, restaurants and supermarkets. The Welfare Officer would also serve as the principal liaison between incoming staff members to the Mission area and vetted rental agents, catalogue and identify suitable accommodation, maintain a database on available residential properties, organize welfare trips within and outside the Mission area, and facilitate staff participation in welfare trips. The incumbent of the post would also establish an information resource centre, arrange a library of books, magazines, CDs and videos, provide pamphlets and leaflets on welfare activities, such as short tours and holidays in and near the Mission area, and provide neutral support and assistance in resolving personal problems in consultation with the Staff Counsellor, as necessary. The incumbent would also draw up a monthly calendar of social events and local cultural activities in consultation with other United Nations offices within the Mission area, embassies and various local government bodies.

Integrated Support Services

73. In paragraph 29 of its report (A/62/781/Add.6), the Advisory Committee on Administrative and Budgetary Questions recommended the establishment of 52 temporary positions (national General Service) proposed by the Secretary-General for integrated support services (24 Engineering Assistants for the Engineering Section, 20 Drivers for the Transport Section and 8 Drivers for the

Supply Section) and indicated its expectation that these positions would be terminated by the end of the budget period 2008/09. The General Assembly, in paragraph 11 of its resolution 62/261, decided to approve the establishment of 14 of the 28 national General Service temporary positions for Drivers for the Transport and Supply Sections, resulting in a total of 38 temporary positions approved for the 2008/09 period. The 14 approved temporary positions of Driver were assigned in the Transport Section.

74. The 24 Engineering Assistants (national General Service) in the Engineering Section have been providing engineering support to border control locations in eight regions in which there is no engineering presence and the positions would be required until the Haitian authorities take over border control. The development of border management sites and associated tasks is expected to continue in the 2009/10 period owing to delays in the establishment of maritime locations and delays in the deployment of the contingent-owned maritime vessels. As a result, it is currently projected that the Government of Haiti will not be in a position to take over border management in the 2009/10 period. Accordingly, it is proposed that the 24 temporary positions for Engineering Assistants be maintained for 2009/10 to ensure the provision of continuous and adequate engineering services, including the delivery of bulk water, the provision of electricity and the maintenance of facilities and infrastructure.

75. As indicated in paragraph 73 above, only 14 of the 28 proposed temporary positions for Drivers were approved by the General Assembly for 2008/09. Accordingly, the Mission, in order to meet its operational requirements, temporarily redeployed eight positions for Drivers from the Transport Section to the Supply Section. However, the remaining six temporary positions were not sufficient to undertake the planned dispatch operations of the Transport Section for 2008/09. As a result, the Mission had to resort to utilizing 14 individual contractors to meet operational requirements, taking into account that the security situation in Haiti remains unchanged, which prevents staff members from using private vehicles or local transportation, thereby leading to an increased demand for shuttle services to accommodate staff movement on a daily basis. Justification of the requirements for Drivers for the 2009/10 period is provided in detail in paragraph 80 below.

Medical Section

National staff: decrease of 2 posts

76. It is proposed that two existing posts of Medical Officer (National Officer) be abolished. These posts, for which vacancy announcements were issued in newspapers in Haiti, Miami, United States of America, and Canada, have been approved since the 2006/07 period. Notwithstanding the Mission's efforts to fill the posts through a competitive selection process, MINUSTAH was unable to identify suitable candidates. Consequently, after several unsuccessful attempts to fill the posts, the Mission decided to temporarily utilize them to meet operational requirements in the Office of the Police Commissioner for a Public Security Adviser, as explained in paragraph 52 above, and to the Office of the Chief of Mission Support for a Welfare Officer, as explained in paragraph 71 above. Taking into account that the functions of the two posts have been accommodated within the existing structure of the Section, it is proposed that the two posts be abolished.

Transport Section

National staff: net increase of 20 posts and decrease of 14 temporary positions

77. It is proposed that 1 post of Transport Officer (National Officer) be abolished and that 21 posts (national General Service) be established, comprising 1 post for a Transport Assistant and 20 posts for Drivers. It is also proposed that six existing temporary positions of Driver (national General Service) be abolished and that eight existing temporary positions of Driver (national General Service) be redeployed to the Supply Section.

78. It is proposed that a post of Transport Officer (National Officer) be abolished, taking into account that no suitable candidate has been identified through a competitive selection process since the post was approved in the 2006/07 period.

79. Based on the operational requirements of the Section, a vacant post (national General Service) was temporarily redeployed from the Humanitarian and Development Coordination Unit, as explained in paragraph 64 above. It has been determined that a post of Transport Assistant (national General Service) would continue to be required. The Transport Assistant would be responsible for the up-to-date maintenance of the MINUSTAH database on vehicle assignment, including the coordination with Regional Transport Officers on vehicles assigned in the regional offices and municipalities. The incumbent of the post would also be responsible for receiving United Nations-owned vehicles on their arrival to the Mission area, carrying out verification and technical inspections of the contingent-owned vehicles deployed in the Mission area and conducting monthly inventories of all United Nations-owned vehicles, including trailers, workshop equipment and other inventory items under the responsibility of the Transport Section.

80. It is also proposed that 20 posts of Driver (national General Service) be established to support the ongoing shuttle operations throughout the Mission area and other transportation requirements. The dispatch service continues to provide round-the-clock shuttle bus service for approximately 39 different routes. It is anticipated that the daily shuttle operations for the 2009/10 period will entail the transportation of approximately 20,000 passengers per month. In addition to the shuttle operations, the dispatch service also supports other transport activities, including contingent rotations, official military visits, VIP visits, special delegations and Mission transportation requests, such as relocation exercises and human rights seminars with local governments. Against this background, it has been determined that the positions for Drivers are continuing requirements of the Transport Section to enable the Section to provide adequate and reliable dispatch service and to eliminate the temporary arrangement of utilizing individual contractors for ongoing requirements.

81. Furthermore, it is proposed that eight existing temporary positions for Drivers (national General Service) be redeployed to the Supply Section, as explained in detail in paragraph 83 below.

Supply Section

National staff: increase of 8 temporary positions

82. As indicated in paragraph 73 above, the General Assembly approved 14 of the 28 temporary positions of Driver proposed for the Transport Section and the Supply Section for the 2008/09 period. Taking into account the ongoing operational requirements of the Supply Section for the delivery of fuel throughout the Mission area, 8 of the 14 temporary positions for Drivers were temporarily redeployed from the Transport Section to the Supply Section.

83. It is now proposed that eight temporary positions of Driver (national General Service) be redeployed from the Transport Section to the Supply Section. Taking into account that the fuel contract for the Mission has not yet been finalized, MINUSTAH continues to rely on a limited number of suppliers in the Haitian market for aviation fuel. The existing arrangements for the supply of fuel allows for the delivery of fuel to Port-au-Prince only and, as a result, the Mission is responsible for intra-Mission fuel distribution to the regions and contingent locations using Mission-owned fuel trucks. Taking into account the complexity of the fuel contract negotiations, it is anticipated that the new arrangements may not be in place in the 2009/10 period and, as a consequence, MINUSTAH will require the continuation of the eight temporary positions of Driver in the Supply Section to ensure the timely delivery of fuel throughout the Mission area.

II. Financial resources

A. Overall

(Thousands of United States dollars. Budget year is 1 July to 30 June.)

Category	*Expenditures (2007/08)* (1)	*Apportionment (2008/09)* (2)	*Cost estimates (2009/10)* (3)	*Variance* Amount (4)=(3)-(2)	*Variance* Percentage (5)=(4)÷(2)
Military and police personnel					
Military observers	—	—	—	—	—
Military contingents	182 499.5	190 780.8	196 036.7	5 255.9	2.8
United Nations police	52 744.4	57 612.3	57 961.6	349.3	0.6
Formed police units	27 443.9	32 755.2	32 690.7	(64.5)	(0.2)
Subtotal	**262 687.8**	**281 148.3**	**286 689.0**	**5 540.7**	**2.0**
Civilian personnel					
International staff	82 935.2	84 893.5	92 418.4	7 524.9	8.9
National staff	23 404.9	27 350.0	30 772.9	3 422.9	12.5
United Nations Volunteers	9 859.3	11 875.7	12 313.0	437.3	3.7
General temporary assistance	3 892.5	4 305.2	4 770.5	465.3	10.8
Subtotal	**120 091.9**	**128 424.4**	**140 274.8**	**11 850.4**	**9.2**
Operational costs					
Government-provided personnel	806.9	969.5	1 451.1	481.6	49.7
Civilian electoral observers	—	—	—	—	—
Consultants	171.5	261.5	214.9	(46.6)	(17.8)
Official travel	1 141.7	1 420.3	2 411.5	991.2	69.8
Facilities and infrastructure	66 305.3	72 088.5	87 657.6	15 569.1	21.6
Ground transportation	15 890.0	10 476.1	14 507.9	4 031.8	38.5
Air transportation	22 180.1	28 882.6	32 112.6	3 230.0	11.2
Naval transportation	257.2	1 038.9	1 695.0	656.1	63.2
Communications	23 059.8	24 584.8	26 089.1	1 504.3	6.1
Information technology	5 455.5	7 168.0	7 441.3	273.3	3.8
Medical	5 811.1	7 310.1	6 921.6	(388.5)	(5.3)
Special equipment	2 829.6	3 743.4	3 325.4	(418.0)	(11.2)
Other supplies, services and equipment	5 407.7	5 400.1	5 832.2	432.1	8.0
Quick-impact projects	1 972.1	2 000.0	2 000.0	—	—
Subtotal	**151 288.5**	**165 343.8**	**191 660.2**	**26 316.4**	**15.9**
Gross requirements	**534 068.2**	**574 916.5**	**618 624.0**	**43 707.5**	**7.6**
Staff assessment income	12 171.2	13 122.2	14 067.3	945.1	7.2
Net requirements	**521 897.0**	**561 794.3**	**604 556.7**	**42 762.4**	**7.6**
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	**534 068.2**	**574 916.5**	**618 624.0**	**43 707.5**	**7.6**

B. Non-budgeted contributions

84. The estimated value of non-budgeted contributions for the period from 1 July 2009 to 30 June 2010 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-forces agreement[a]	3 719.0
Voluntary contributions in kind (non-budgeted)	—
Total	**3 719.0**

[a] Estimated rental value of Government-provided land and premises.

C. Efficiency gains

85. The cost estimates for the period from 1 July 2009 to 30 June 2010 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	*Amount*	*Initiative*
Communications	86.4	The newly established contract for the provision of Internet services would result in a reduction in requirements from $926,400 in 2008/09 to $840,000 in 2009/10
Information technology	609.2	The newly established enhanced preventive maintenance measures, standardization of information technology and communications infrastructure, improved use of warranty services and replacement of old and technologically obsolete equipment would result in further reductions in information technology spare parts requirements from 5 per cent of total inventory value in 2008/09 to 3 per cent of estimated total inventory value in 2009/10, which would result in savings of $609,195
Total	**695.6**	

D. Vacancy factors

86. The cost estimates for the period from 1 July 2009 to 30 June 2010 take into account the following vacancy factors:

(Percentage)

Category	*Actual 2007/08*	*Budgeted 2008/09*	*Projected 2009/10*
Military and police personnel			
Military contingents	2	—	—
United Nations police	9	3	4
Formed police units	—	—	—
Civilian personnel			
International staff	9	10	9
National staff			
National Officers	25	30	7
National General Service staff	6	10	2
United Nations Volunteers	13	5	10
Temporary positions[a]			
International staff	6	10	5
National Officers	8	30	5
National General Service staff	11	10	10
Government-provided personnel	6	—	—

[a] Funded under general temporary assistance.

87. The cost estimates are based on the assumption of full deployment for military contingents, formed police units and Government-provided personnel in the 2009/10 period, taking into account recent deployment patterns. A delayed deployment factor of 4 per cent has been applied to the cost estimates for United Nations police personnel, on the basis of recent deployment patterns.

88. For international staff, National Officers and national General Service staff, including temporary positions, lower vacancy factors have been applied to the related cost estimates for 2009/10, taking into account recent incumbency patterns, with the exception of temporary national General Service staff, for which the vacancy factor of 10 per cent for 2008/09 is being maintained for 2009/10. The cost estimates for United Nations Volunteers reflect the application of a higher vacancy factor, based on recent incumbency patterns.

E. Contingent-owned equipment: major equipment and self-sustainment

89. Requirements for the period from 1 July 2009 to 30 June 2010 are based on standard reimbursement rates for major equipment (wet-lease) and self-sustainment in the total amount of $77,022,900 as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Major equipment	
Military contingents	37 221.5
Formed police units	6 604.9
Subtotal	**43 826.4**
Self-sustainment	
Facilities and infrastructure	17 602.2
Communications	7 400.2
Medical	4 868.7
Special equipment	3 325.4
Subtotal	**33 196.5**
Total	**77 022.9**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to Mission area			
Extreme environmental condition factor	1.1	1 June 2004	—
Intensified operational condition factor	1.3	1 June 2004	—
Hostile action/forced abandonment factor	1.0	1 June 2004	—
B. Applicable to home country			
Incremental transportation factor	0.00-5.00		

F. Training

90. The estimated resource requirements for training for the period from 1 July 2009 to 30 June 2010 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	214.9
Official travel	
Official travel, training	748.1
Other supplies, services and equipment	
Training fees, supplies and services	667.1
Total	**1 630.1**

91. The number of participants planned for the period from 1 July 2009 to 30 June 2010, compared to previous periods, is as follows:

(Number of participants)

	International staff			*National staff*			*Military and police personnel*		
	Actual 2007/08	*Planned 2008/09*	*Proposed 2009/10*	*Actual 2007/08*	*Planned 2008/09*	*Proposed 2009/10*	*Actual 2007/08*	*Planned 2008/09*	*Proposed 2009/10*
Internal	344	551	675	85	771	719	15 323	306	358
External[a]	52	63	106	5	1	3	—	3	—
Total	—	**614**	**781**	**90**	**772**	**722**	—	**309**	**358**

[a] Includes United Nations Logistics Base at Brindisi, Italy, and outside the Mission area.

92. The resource requirements for internal training relate mainly to language training programmes in the United Nations official languages and in Creole; United Nations Institute for Training and Research/Department of Peacekeeping Operations integrated distance learning programmes; substantive and technical training programmes on civil affairs; community violence reduction training programmes; air transportation certification programmes; personnel management and capacity-building training programmes; procurement training programmes; and security training programmes.

93. The resource requirements for external training relate mainly to the participation by Mission personnel in training activities in various locations outside the Mission area and in the areas of aviation safety and air operations; communications and information technology; engineering; conduct and discipline; finance; general services; joint mission analysis; political affairs; security; supply; transport; public information; gender; procurement; knowledge management; and people management supervisory skills.

G. Community violence reduction

94. The estimated resource requirements f community violence reduction for the period 1 July 2009 to 30 June 2010 are as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Facilities and infrastructure	
Rental of premises	70.5
Other supplies, services and equipment	
Training fees, supplies and services	40.0
Other services	2 953.4
Total	**3 063.9**

95. MINUSTAH will continue to pursue its community violence reduction programme to support the strengthening of the national small arms registration system and the reinsertion of decommissioned police officers, former armed elements released from prison and former Haitian armed forces. The Mission will

also continue to provide logistical, financial and technical support to enhance the capacity of the National Commission for Disarmament, Dismantlement and Reinsertion. Given the fragile security environment, compounded by environmental catastrophes, MINUSTAH plans to implement 25 highly labour-intensive and income-generating projects for the 2009/10 period.

96. The Mission will also implement 25 public sensitization and social mobilization campaigns in support of 12 violence-affected communities in order to promote the culture of non-violence and peace and to increase the number of weapons registered.

97. MINUSTAH will provide support to the National Commission on Disarmament, Dismantlement and Reinsertion on the development and implementation of a basic skills and reinsertion training programme for 1,200 former members of armed groups, and to the Government of Haiti on the reinsertion of 200 decommissioned Haitian National Police, 400 former armed individuals and prison inmates and 300 former military personnel (former Forces armées d'Haiti).

H. Quick-impact projects

98. The estimated resource requirements for quick-impact projects for the period from 1 July 2009 to 30 June 2010, compared to previous periods, are as follows:

(Thousands of United States dollars)

Period	*Amount*	*Number of projects*
1 July 2007 to 30 June 2008 (actual)	1 972.1	176
1 July 2008 to 30 June 2009 (approved)	2 000.0	125
1 July 2009 to 30 June 2010 (proposed)	2 000.0	160

99. MINUSTAH conducted a thorough assessment of the requirement to fund quick-impact projects for the sixth mandated year of the Mission, noting the necessity to reinforce confidence-building at a key point in Haiti's political transition process. Security Council resolutions 1743 (2007) and 1780 (2007) constituted a major revision of the MINUSTAH mandate. The Mission was entrusted with considerable, additional responsibilities in such areas as institution- and capacity-building at all levels of Government (in particular outside Port-au-Prince), reform of the justice system and integrated border management. At the same time, the Mission's role in promoting security and stability remains important, as highlighted by such recent events as the April 2008 riots. Quick-impact projects are an integrated element of the overall strategy of MINUSTAH to implement its mandate, notably focusing on the Mission's relationship with the Haitian people and Government authorities. The deterioration of living conditions, owing to a rise in food and energy costs in the world market, has been further exacerbated by the series of hurricanes in 2008. While public opinion has often been negative in reaction to the perceived inaction of MINUSTAH towards these challenges, the Mission is now even more exposed to criticism that it is not in a position to provide adequate support. Such criticism risks undermining the relations of MINUSTAH with the population and Government authorities. Therefore, the Mission is continuing its outreach and communications activities to clarify its limited role with

regard to humanitarian and development issues and at the same time increasing its coordination with relevant actors, including the United Nations country team. Although quick-impact projects have a limited effect in bringing about lasting change to the challenging situation in the country, such projects contribute significantly in improving the operational environment for effective mandate implementation and in ameliorating security conditions for MINUSTAH personnel. Owing to their popularity and high visibility, quick-impact projects continue to make a difference in boosting and maintaining public confidence in the Mission, its activities and the democratic process.

100. The evolution in the scope and intensity of the Mission's mandated tasks has made quick-impact projects, and its direct and highly visible benefits to Haitians, indispensable in sustaining the confidence of the local population in MINUSTAH and in the stabilization process.

101. The Security Council, in paragraph 15 of its resolution 1840 (2008), requested MINUSTAH to continue to implement quick-impact projects. Accordingly, the cost estimate of $2 million is proposed for the 2009/10 period for the implementation of 160 quick-impact projects, comprising 61 projects for income generation, 31 projects for public infrastructure, 44 projects for training and capacity-building and 24 projects for social mobilization, to reinforce the Mission's renewed efforts to win the hearts and minds of the Haitian population, especially in view of the recent increase in instability in Haiti owing to "la vie chère" and the devastation wrought by recent hurricanes. In September 2008 the Government of Haiti stated that the compounded effects on the economy of "la vie chère" and by the nationwide destruction caused by hurricanes will result in an annual inflation rate of 18 per cent. An estimated three to four years of economic growth had been obliterated in a matter of days with the passing of the hurricanes. Three major areas of support have been sought by the Government: (a) the rehabilitation of infrastructure; (b) the resumption of the school year; and (c) sector emergencies, such as agriculture and health.

102. The Security Council, in its resolution 1780 (2007), underlined the need for the quick implementation of highly effective and visible labour-intensive projects that help to create jobs and deliver basic social services. In light of the April 2008 mass demonstrations against extreme poverty, exacerbated by the hurricanes that left masses of lost or damaged lives and properties, the Mission now faces a renewed requirement to address the real and apparent needs of the population, if MINUSTAH is to continue winning the greater support of the population for the Mission's mandate and if it is to provide support to the security and stabilization in Haiti. In highly inaccessible areas of Haiti, MINUSTAH continues to serve as the main linkage between the population and governmental authorities. Quick-impact projects have enabled MINUSTAH peacekeepers to build confidence, especially in areas where they have been previously perceived as "invading forces", and have provided the senior management with the opportunity and the means to concretely address the needs of the local population where governmental or other resources are lacking or limited.

III. Analysis of variances[1]

Reference

The present section describes the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate
- **External**: variances caused by parties or situations external to the United Nations
- **Cost parameters**: variances caused by United Nations regulations, rules and policies
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

	Variance	
Military contingents	$5 255.9	2.8%

- **External: increases in costs of airfares for commercial and charter travel and of rations**

103. The variance is attributable primarily to increases in the costs of rotation travel by chartered or commercial aircraft, resulting from the increase in the average cost from $983 per one-way trip in 2008/09 to $1,131 per one-way trip in 2009/10 for military contingents and from $1,876 per one-way trip in 2008/09 to $2,251 per one-way trip in 2009/10 for staff officers. The variance also resulted from an increase in the unit cost of rations from $5.76 per person-day in 2008/09 to $6.37 per person-day in 2009/10 and an increase in warehousing and transportation costs for rations from $131,994 per month in 2008/09 to $188,360 per month in 2009/10. It is offset in part by (a) reduced requirements for reimbursements to troop-contributing countries for major equipment owing to lower projected requirements for 16 maritime vessels for 2009/10, compared with the original estimates for 2008/09, and (b) reduced requirements for death and disability compensation, based on recent Mission experience.

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

	Variance	
United Nations police	$349.3	0.6%

• External: increases in costs of commercial airfares

104. The variance resulted primarily from the increases in the average costs of commercial airfares, accompanied baggage and terminal expenses from $2,563 per one-way trip for 2008/09 to $3,211 per one-way trip for 2009/10. It is offset in part by reduced requirements for mission subsistence allowance, owing to the application of a delayed deployment factor of 4 per cent in 2009/10, compared with 3 per cent in 2008/09, as well as reduced requirements for death and disability compensation, based on past expenditure patterns.

	Variance	
Formed police units	($64.5)	(0.2%)

• Management: Reduced inputs and same outputs

105. The variance resulted mainly from the non-requirement for a provision for the freight and deployment of formed police-owned equipment, as no deployment of equipment is currently foreseen for 2009/10, and reduced requirements for death and disability compensation, based on recent Mission experience. The reduced requirements are offset in part by (a) the increase in the unit cost of rations from $5.76 per person-day in 2008/09 to $6.37 per person-day in 2009/10 and in related warehousing and transportation costs from $20,887 per month in 2008/09 to $23,334 per month in 2009/10, based on the terms of the new contract, and (b) the increase in average costs of rotation travel by chartered aircraft from $2,631 per one-way trip in 2008/09 to $2,953 per one-way trip in 2009/10.

	Variance	
International staff	$7 524.9	8.9%

• Cost parameters: implementation of new contractual arrangements

106. The variance is attributable primarily to additional requirements for salaries, including post adjustment, and common staff costs pursuant to the approval by the General Assembly, in its resolution 63/250, of new contractual arrangements under one set of Staff Rules effective 1 July 2009 and the application of a 9 per cent vacancy factor for 2009/10, compared with 10 per cent for 2008/09. The increased requirements are offset in part by the elimination of requirements for mission subsistence allowance.

	Variance	
National staff	$3 422.9	12.5%

• Management: additional inputs and outputs

107. The variance is attributable to (a) the proposed establishment of 25 additional national posts, (b) the application of a 7 per cent vacancy factor for 2009/10 compared with 30 per cent for 2008/09, for National Officers and a 2 per cent vacancy factor for 2009/10, compared with 10 per cent for 2008/09, for national

General Service staff, and (c) the revision of salary scales for National Officers and national General Service staff effective 1 March 2008.

	Variance	
United Nations Volunteers	$437.3	3.7%

- **Management: additional inputs and outputs**

108. The additional requirements are attributable mainly to (a) the proposed establishment of 11 United Nations Volunteers positions, (b) the increase in the Volunteers living allowance from $2,578 per month in 2008/09 to $2,639 per month in 2009/10, (c) the increase in the entitlement for home leave from $2,500 per person in 2008/09 to $3,000 per person in 2009/10, and (d) the projected increase in the number of personnel availing themselves of their home leave entitlement, from 50 personnel in 2008/09 to 77 personnel in 2009/10. The additional requirements are offset in part by the application of a 10 per cent vacancy factor in 2009/10 compared with 5 per cent in 2008/09.

	Variance	
General temporary assistance	$465.3	10.8%

- **Cost parameters: implementation of new contractual arrangements**

109. The variance is attributable primarily to additional requirements for salaries, including post adjustment, and common staff costs for international staff, pursuant to the approval by the General Assembly, in its resolution 63/250, of new contractual arrangements under one set of Staff Rules effective 1 July 2009. In addition, the variance resulted from the application of lower vacancy factors, i.e., 5 per cent for international staff and National Officers in 2009/10, compared with 10 per cent for international staff and 30 per cent for National Officers in 2008/09, based on recent incumbency patterns. The cost estimate also takes into account the revision of the salary scales for National Officers and national General Service staff effective 1 March 2008. The variance is offset in part by the elimination of requirements for mission subsistence allowance for international staff and the proposed abolishment of six national General Service temporary positions.

	Variance	
Government-provided personnel	$481.6	49.7%

- **Management: additional inputs and outputs**

110. The variance is attributable primarily to the proposed deployment of eight additional Corrections Officers seconded from Member States to strengthen the capacity of MINUSTAH in supporting the corrections system of the Government of Haiti.

	Variance	
Consultants	($46.6)	(17.8%)

- **Management: reduced inputs and same outputs**

111. The variance resulted mainly from the non-requirement for non-training consultancy services. It is offset in part by additional requirements for the services of training consultants in the areas of communications and information technology, monitoring and evaluation of community violence reduction programmes, radio journalism, language classes and security-related training.

	Variance	
Official travel	$991.2	69.8%

- **Management: additional inputs and outputs**

112. The variance is attributable to (a) additional requirements for non-training travel owing to the higher number of staff and the higher number of trips for annual conferences, political consultations, donor conferences and support in the coordination of rotations flights for military contingents and formed police personnel, and (b) additional requirements for training-related travel, resulting from the higher number of courses in the areas of aviation, transport and supply management, based on a recent review of training requirements for support personnel. Moreover, the additional requirements take into account increases in the costs of commercial airfares.

	Variance	
Facilities and infrastructure	$15 569.1	21.6%

- **Management: additional inputs and outputs**

113. The variance resulted primarily from (a) additional requirements for security services, in connection with related provisions for staff officers, United Nations police officers and Government-provided personnel for compliance with the minimum residential operating security standards, (b) additional requirements for petrol, oil and lubricants, resulting from delays in the implementation of the second of the two power generation contracts and increases in the average cost of diesel fuel from $0.65 per litre in 2008/09 to $0.67 per litre in 2009/10 and of kerosene from $0.69 per litre in 2008/09 to $1.09 per litre in 2009/10, (c) additional requirements for the acquisition of firefighting equipment related to aviation fire safety and the acquisition of additional equipment related to the handling of hazardous chemicals and fuel spills, (d) additional requirements for the acquisition of 25 fire-resistant fuel storage tanks to support the requirements of the 16 contingent-owned maritime vessels and to ensure the secure storage of fuel in some regional locations, (e) additional requirements for spare parts and supplies for generators, fuel transfer pumps and vehicle fuel-dispensing facilities, and (f) additional requirements for maintenance services, owing to the increase in the number of Mission locations from 129 to 143 locations and the establishment of a verification/refilling service contract for fire extinguishers Mission-wide. The additional requirements are offset in part by (a) reduced requirements for the rental of premises, resulting from the provision by the host Government of premises for

military and formed police units at the border locations at no cost, (b) reduced requirements for construction services, resulting from the projected completion of most of the major construction projects during 2008/09, and (c) reduced requirements for the acquisition of prefabricated facilities, resulting from the completion of the acquisition of requirements in 2008/09.

	Variance	
Ground transportation	$4 031.8	38.5%

- **Management: additional inputs and same outputs**

114. The additional requirements relate primarily to the replacement of 224 light vehicles that are scheduled for write-off action, in accordance with the standard criteria for the replacement of light vehicles, increased requirements for spare parts owing to the poor road infrastructure and harsh terrain in the Mission area, and additional requirements for the outsourcing of 24 Mechanics to perform repairs and maintenance tasks, owing to a higher number of ageing vehicles, the difficult terrain and poor road infrastructure throughout the Mission area.

	Variance	
Air transportation	$3 230.0	11.2%

- **Management: additional inputs and outputs**

115. The variance resulted primarily from (a) additional requirements for the higher rental and operation costs of one Casa-212 fixed-wing aircraft in 2009/10, compared with the rental and operation costs for one Beechcraft-200 fixed-wing aircraft in 2008/09, (b) the increase in the cost of aviation fuel from $1.086 per litre in 2008/09 to $1.331 per litre in 2009/10, and (c) increased provisions for the acquisition of meteorological observation equipment to support and enhance meteorological services for aviation operations. The additional requirements are offset in part by reduced requirements for the meteorological services contract, taking into account the Mission's decision to purchase the required equipment and utilize in-house resources.

	Variance	
Naval transportation	$656.1	63.2%

- **Management: additional inputs and same outputs**

116. The variance is attributable primarily to additional requirements for petrol, oil and lubricants, resulting from the increase in the average consumption rate of 453 litres of fuel per day per vessel in 2009/10, compared with the average consumption rate of 200 litres of fuel per day per vessel in 2008/09, for 16 maritime vessels required to provide support to the Government of Haiti in the management of its coastal borders.

	Variance	
Communications	$1 504.3	6.1%

- **Management: additional inputs and outputs**

117. The additional requirements are attributable mainly to (a) increased costs for public information services in support of the local and presidential elections, (b) increased costs related to commercial communications owing to the higher charges of the transponder lease, and (c) increased costs for communications support services to comply with minimum operating security standards requirements in the remote areas. The additional requirements are offset in part by reduced requirements for the acquisition of communications equipment, as most of the equipment would have been procured in 2008/09, and reduced requirements for spare parts as a result of the Mission's continuing efforts to replace aged and technologically obsolete equipment.

	Variance	
Information technology	$273.3	3.8%

- **Management: additional inputs and outputs**

118. The variance is attributable primarily to (a) additional requirements for the acquisition of a disk library backup system to improve reliability and performance backup for all Mission data, (b) additional requirements for information technology services to support the existing information technology infrastructure, including the newly established border management locations, and (c) increased requirements for the acquisition of information technology equipment, as a result of the increase in the number of workstations from 3,080 to 3,290 and of e-mail accounts from 3,115 to 3,700 for e-PAS purposes for national staff. The additional requirements are offset in part by reduced requirements for spare parts as a result of the Mission's continuing efforts to replace aged and technologically obsolete equipment.

	Variance	
Medical	($388.5)	(5.3%)

- **Management: reduced inputs and same outputs**

119. The variance relates primarily to reduced requirements for reimbursements to troop- and formed police-contributing countries for self-sustainment, based on final memorandums of understanding.

	Variance	
Special equipment	($418.0)	(11.2%)

- **Management: reduced inputs and outputs**

120. The variance is attributable primarily to reduced requirements for reimbursements to troop- and formed police-contributing countries for self-sustainment owing to the reclassification of explosive ordnance disposal equipment from the self-sustainment category to the major equipment category.

	Variance	
Other supplies, services and equipment	$432.1	8.0%

• **Management: additional inputs and outputs**

121. The variance is attributable primarily to additional requirements for training fees, supplies and services, resulting from the increase in the number of internal and external training courses to be conducted during 2009/10. It is offset in part by reduced requirements for other services, resulting from the decrease in the number of community violence reduction projects from 30 projects in 2008/09 to 25 projects in 2009/10.

IV. Actions to be taken by the General Assembly

122. **The actions to be taken by the General Assembly in connection with the financing of MINUSTAH are:**

(a) **Appropriation of the amount of $618,624,000 for the maintenance of the Mission for the 12-month period from 1 July 2009 to 30 June 2010;**

(b) **Assessment of the amount of $180,432,000 for the period from 1 July 2009 to 15 October 2009;**

(c) **Assessment of the amount of $438,192,000 for the period from 16 October 2009 to 30 June 2010, at a monthly rate of $51,552,000 should the Security Council decide to continue the mandate of the Mission.**

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolutions 61/276 and 62/261, and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly, and of the United Nations Board of Auditors

A. General Assembly

Cross-cutting issues

(Resolution 61/276)

Decision/request	*Action taken to implement decision/request*
Section II: budgeting and budget presentation	
When submitting future budget proposals and performance reports, include information on the most significant management decisions relating to the mission's budget and its implementation, including those related to operational costs (para. 2).	The proposed 2009/10 budget reflects the operational aspects of the Mission, both substantive and support, providing information on the management decisions relating to the Mission's budget, as explained in the section on planning assumptions and financial resources.
Budget submissions should reflect management improvements and efficiency gains to be achieved and present future strategies in that regard (para. 4).	The proposed 2009/10 budget reflects service improvements and efficiency gains to be achieved.
Take further steps towards improving budget assumptions and forecasts and report thereon to the General Assembly at the second part of its resumed sixty-second session (para. 5).	The Mission has undertaken a review of past expenditures and the resource requirements for the 2009/10 budget are based on past experience.
Improve control over obligations due to the significant increase in the cancellation of prior-period obligations (para. 6).	A monthly review of obligations is being carried out to ensure that only required obligations are retained at the end of the year. The increase in the cancellation of prior-period obligations was attributable mainly to the unutilized funds related to reimbursements to troop-contributing countries for contingent-owned equipment, the change in the military concept of operations, resulting in limited capacity of the military engineering companies to engage in rehabilitation works owing to the volatile security situation, the inability of local vendors to supply the required goods and materials, and the delay in the approval of the local procurement authority for the development and maintenance of sanitary landfill sites in Port-au-Prince and in the regions.
Section III: results-based budgeting	
Integrate operational, logistical and financial aspects fully in the planning phase of peacekeeping operations by linking results-based budgeting to the mandate implementation plans of peacekeeping operations (para. 2).	The Mission's results-based-budgeting framework is based on the mandate implementation plans and reflects the role of the Mission in the achievement of the mandate.

Section VII: staffing, recruitment and vacancy rates	
Make greater use of national staff, as appropriate, commensurate with the requirements of the mission and its mandate (para. 3).	The Mission will continue to review its staffing requirements, functions and level of posts in order to reflect the evolving mandate. In reviewing its staffing requirements, the Mission continues to be guided by the mandate entrusted to it by the Security Council. The proposed 2009/10 budget reflects the proposed establishment of 25 additional national posts, based on the functional requirements of the Mission.
Ensure that vacant posts are filled expeditiously (para. 4).	As at 31 December 2008, the Mission's vacancy rates (excluding temporary positions) were 12 per cent for international staff, 5 per cent for National Officers, 4 per cent for national General Service staff and 2 per cent for United Nations Volunteers, as compared to the 2008/09 budgeted vacancy rates of 10 per cent, 30 per cent, 10 per cent and 5 per cent for international staff, National Officers, national General Service staff and United Nations Volunteers, respectively.
Review the staffing structure of missions on an ongoing basis, bearing in mind, in particular, the mission's mandate and concept of operations, and to reflect this in budget proposals, including full justification of any additional posts proposed (para. 5).	The Mission has undertaken a comprehensive review of staffing requirements under each component to ensure that the staffing complement is commensurate with the mandated tasks and volume of work. In the proposed 2009/10 budget, posts are proposed to be abolished and new posts are requested to be established to support the upcoming elections in Haiti and assist in border management and control. Full justifications are provided for these additional posts.
Section IX: training	
Provide professional development opportunities for national staff and fully include them in all relevant training programmes (para. 2).	The Mission recognizes the importance of professional development for national staff and is providing various training courses in the areas of information technology, writing skills, interviewing skills and any other career development training, as well as language classes. In addition, national staff participate in specialized training within their sections, such as procurement, transport and security training.
Section XIII: air operations	
Improve the formulation of resource requirements for air operations in budget submissions to make them more reflective of actual operations, bearing in mind the overbudgeting of air transportation requirements in some peacekeeping operations (para. 3).	MINUSTAH closely monitors aircraft utilization and aircraft fleet composition to ensure that all aircraft use is optimized and the planned aircraft fleet closely matches the Mission's operational requirements for the future budget period. As a direct result of this improved oversight and planning, budget variances for flight hours in MINUSTAH have been decreased over the past three financial periods from 28 per cent in 2005/06 to 0 per cent in 2006/07 and 7 per cent in 2007/08. All of the aircraft in the Mission are being fully and efficiently utilized.

When reviewing their transportation requirements, missions must take into account means that are efficient, cost-effective and responsive to their operational needs and that ensure the safety of their personnel and take fully into account the unique mandate, complexities, specificities and operational conditions of each mission (para. 4).	The Mission has reviewed its transportation requirements and ensures that only necessary cargo is transported by air. Most of the cargo movements are undertaken by road. Barges are also used to transport fuel and other equipment to certain locations where the roads are not traversable, as well as to transport special equipment, such as heavy cranes, which could not be transported by road.
Conduct aviation quality inspections and aviation assessments to confirm that established standards are being fully complied with (para. 6).	The Mission has established a new Unit responsible for all issues relating to aviation quality assurance at the Mission level.
Section XVIII: quick-impact projects	
Quick-impact projects should be implemented with minimal or no overhead charges in order to ensure that the maximum amount is spent for the direct benefit of the local population (para. 5).	The Mission has implemented quick-impact projects since 2004/05. No overhead charges have been incurred and all amounts were spent for the direct benefit of the local population.
Funding for quick-impact projects for the third year of a mission and beyond may be requested if there is a requirement for confidence-building activities, in which case a needs assessment should be conducted (para. 6).	Paragraphs 99 to 102 of the present report reflect the justification for the requirement of funding for quick-impact projects beyond the third year of the Mission's existence. In light of the April 2008 mass demonstrations owing to the extreme poverty being experienced by the Haitian population and in anticipation of broader donor involvement directed towards assisting the Government of Haiti with an integrated border management programme, the amount of $2 million for quick-impact projects is proposed in the 2009/10 budget.
Coordination with humanitarian and development partners should be made in order to avoid duplication and overlap of activities between missions and humanitarian and development partners in the field (para. 7).	During normal operations, the Deputy Special Representative of the Secretary-General chairs coordination meetings with United Nations agencies, funds and programmes, international donors, non-governmental organizations, relevant Government representatives, including the Prime Minister, and MINUSTAH senior leadership, starting with the Special Representative of the Secretary-General. The main objective of these meetings is to ensure that planned activities are coordinated among all concerned actors and that there is no duplication of activities. The end result has been an increase in cooperation and a maximization of knowledge and resources among United Nations agencies, MINUSTAH and external actors. During the humanitarian crisis, the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator and his Office coordinated various responses to reach the Haitian population, including response to the hurricane season and the damages against the population. MINUSTAH support to United Nations agencies, funds and programmes, non-governmental organizations and Government representatives has been well coordinated to

	maximize scarce resources. Finally, at the working level, coordination of activities among the Mission's substantive sections and concerned United Nations agencies, funds and programmes, including the United Nations Development Programme (UNDP), the United Nations Children's Fund (UNICEF), the United Nations Development Fund for Women (UNIFEM),the United Nations Population Fund (UNFPA) and the United Nations Educational, Scientific and Cultural Organization (UNESCO), has been enhanced.
Mission budgets allocated for quick-impact projects should not be used to finance humanitarian and development activities already being carried out by United Nations agencies or other international organizations (para. 8).	The quick-impact projects implemented by MINUSTAH are mainly for the rehabilitation of basic infrastructure, support of local government in restoring basic operational conditions and providing critical services, training and capacity-building for civil servants, and social mobilization. Several measures are in place to ensure that (a) all proposals are submitted to the Office of the Deputy Special Representative of the Secretary-General (United Nations Coordination Team) and the Community Violence Reduction Section to avoid duplication of efforts, (b) regional offices verify new proposals with their regional agency counterparts, and (c) all new proposals are pre-reviewed by the Office of Principal Deputy Special Representative of the Secretary-General before they are submitted to the regional Project Review Committee.
Section XX: regional coordination	
Develop and implement regional coordination plans aligned to the objectives of missions, keeping in mind the specific mandate of each mission (para. 2).	As indicated in paragraph 24 of the present report, there is no other mission established in the Caribbean region. However, the Mission has developed links with the United Nations country team in the Dominican Republic, with special focus on cross-border issues with Haiti.
Section XXI: partnerships, country team coordination and integrated missions	
Provide, in the context of the budget submissions of complex integrated peacekeeping missions, a clear description of the role and responsibility of missions vis-à-vis integrated mission partners as well as the strategies of the missions for enhancing coordination and collaboration with United Nations country teams in order to achieve better results under relevant components (para. 2).	Paragraph 25 of the present report sets out in detail the role and responsibilities of MINUSTAH vis-à-vis integrated mission partners.

(Resolution 62/261)

Decision/request	*Action taken to implement decision/request*
Aviation safety and security	
The General Assembly requested the Secretary-General to make every effort for the Mission to comply with United Nations aviation safety standards, in particular regarding meteorological information and firefighting equipment (para. 12).	With regard to aviation meteorological services, MINUSTAH is currently in the process of recruiting two meteorological specialists who will plan and begin implementation of a countrywide system to collect meteorological information and provide aviation meteorological forecasts and observations to Mission flight crews. Projected requirements for meteorological equipment to support the operation of this system have been included in the 2009/10 budget proposal. With regard to aviation firefighting, MINUSTAH has acquired three airfield firefighting vehicles through a systems contract and specialized Halotron fire extinguishers to support aviation firefighting activities. The Mission is currently awaiting delivery of this equipment. In addition, MINUSTAH is proceeding with the acquisition of specialized firefighting trailers aqueous film-forming foam (AFFF), personal protective equipment, breathing apparatus and rescue equipment, which are also expected to arrive before the end of February 2009. The fire fighting coverage at the Mission's aviation facilities is now under the command of the Fire Marshall working within the Security Section.
Coordination within the Mission	
The General Assembly requested the Secretary-General to strengthen the coordination between the Mission, the United Nations country team and other United Nations entities, including in addressing the root causes of the unexpected emergencies such as the unrest generated by the recent food crisis in Haiti (para. 13).	During normal operations, the Deputy Special Representative of the Secretary-General chairs coordination meetings with United Nations agencies, funds and programmes, international donors, non-governmental organizations, relevant Government representatives, including the Prime Minister, and MINUSTAH senior leadership, starting with the Special Representative of the Secretary-General. The main objective of these meetings is to ensure that planned activities are coordinated among all concerned actors and are not duplicated. The end result has been an increase in cooperation and a maximization of knowledge and resources among United Nations agencies, MINUSTAH and external actors. During the humanitarian crisis, the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator and his Office coordinated various responses to reach the Haitian population, including response to the hurricane season and the damages against the population.

	MINUSTAH support to United Nations agencies, funds and programmes, non-governmental organizations and Government representatives has been well coordinated to maximize scarce resources. Finally, at the working level, coordination of activities among the substantive sections of MINUSTAH and concerned United Nations agencies, funds and programmes, including UNDP, UNICEF, UNIFEM, UNFPA and UNESCO, has been enhanced. MINUSTAH supports United Nations agencies, funds and programmes in the implementation of development projects, including vaccination campaigns, and in response to humanitarian crises. With regard to strategies for enhancing coordination and collaboration with the United Nations country team, MINUSTAH has put in place a system whereby heads of agencies and the Special Representative of the Secretary-General meet on a regular basis, followed by meetings at the working level between the United Nations country team and the Mission's substantive sections. To ensure the smooth implementation of decisions and avoid duplication of activities, the Implementation Mission Planning Team was established.
Vacancy rates	
The General Assembly requested the Secretary-General to take all necessary steps to address the high vacancy rate in national posts as a matter of urgency (para. 14).	The high vacancy rate under national posts is due mainly to a paucity of candidates meeting the requirements in terms of academic qualifications and relevant experience. The Mission continues to make every effort to reduce the high vacancy rate for national staff, including measures such as advertisement in the local media and the official MINUSTAH website to reach out to qualified and interested Haitian candidates. As at 31 December 2008, the Mission's vacancy rates (excluding temporary positions) were 5 per cent for National Officers and 4 per cent for national General Service staff as compared to the 2008/09 budgeted vacancy rates of 30 per cent and 10 per cent for National Officers and national General Service staff, respectively.

B. Advisory Committee on Administrative and Budgetary Questions

(A/62/781/Add.6)

Request/recommendation	*Action taken to implement request/recommendation*
Posts and positions	
While noting the progress made in the MINUSTAH budget presentation, the Advisory Committee considers that the staffing proposals were formulated in an unnecessarily complicated manner and required further clarification and explanation. The Committee expects that future requests will be presented in a straightforward fashion (see the Committee's comments in para. 27 of the report) (para. 13).	The presentation of staffing proposals for the 2009/10 period takes into account the recommendation of the Advisory Committee.
Concerning the proposed D-1 post for the Chief of the Integrated Office in the Office of the Deputy Special Representative of the Secretary-General, the Committee points out that the Secretary-General is proposing a reclassification by requesting the abolition of the existing P-5 post and the concurrent establishment of a D-1 post. The Advisory Committee does not object to the establishment of the D-1 post for the Chief of the Integrated Office. The Committee is of the opinion that the ongoing need for that post is dependent on overall developments in the Mission area, including progress made with regard to community violence reduction activities. The Advisory Committee therefore recommends that the request for the post be resubmitted with further justification in the context of the budget proposal for the period 2009/10 (para. 21).	In response to the request of the Advisory Committee, the justification for the post of Chief of the Integrated Office (D-1) is contained in paragraphs 27 to 32 of the present report.
The Advisory Committee noted with concern the proposal in the budget for the redeployment, in some cases for the purpose of reclassification, of a number of posts and positions to cover unrelated functions. In the interest of budgetary discipline and transparency, the Committee cautions that vacant posts that are no longer required should be abolished and that requests for new posts and upgrades should be fully justified (see also the reports of the Committee on the United Nations Observer Mission in Georgia (A/62/781/Add.1, para. 18) and on the United Nations Mission for the Referendum in Western Sahara (A/62/781/Add.3, para. 24)) (para. 27).	The staffing proposals for the 2009/10 period take into account the observations and recommendations of the Advisory Committee. Based on a comprehensive review of the staffing structure of MINUSTAH, additional posts and United Nations Volunteers positions are proposed to support the upcoming elections in Haiti and for border management and control, while posts that are no longer required are proposed for abolition.

The Secretary-General proposed to increase the number of temporary positions from 48, for the period 2007/08, to 100, for the period 2008/09 (ibid., paras. 38, 46 and 47). Fifty-two temporary positions are proposed for integrated support services (24 for the Engineering Section/Engineering Assistants; 20 for the Transport Section/Drivers; 8 for the Supply Section/Drivers) (ibid., paras. 38, 46 and 47). The Advisory Committee recommends the establishment of these 52 temporary positions. The Committee expects that these positions will be terminated by the end of the budget period 2008/09 (para. 29).

Paragraphs 73 to 75 of the present report reflect the fact that the General Assembly approved 38 of the 52 proposed temporary positions for 2008/09, the justification for the continued requirement for these positions and related staffing proposals in the Transport and Supply Sections.

Air transportation

Estimated requirements for air transportation for the period 2008/09 total $28,882,600, an increase of $4,621,900 (19.1 per cent) compared to the apportionment for 2007/08. The Advisory Committee was informed that the Mission's proposal for air operations covers 10 helicopters (4 commercial and 6 military helicopters), compared to 11 helicopters (3 commercial and 8 military helicopters) during the period 2007/08. The Committee was also informed that, as a result of higher contractual costs for commercial helicopters, the estimate for their rental and operation amounts to $16,992,300, an increase of $3,905,800 (29.8 per cent) compared to the apportionment for 2007/08. The Advisory Committee trusted that related costs would continue to be monitored and that care would be taken to ensure that the future aircraft procurement process of MINUSTAH places an emphasis on receiving value for money (para. 32).

MINUSTAH closely monitors aircraft utilization and aircraft fleet composition to ensure that all aircraft use is optimized and that the planned aircraft fleet closely meets the Mission's operational requirements in each budget period. As a direct result of this improved oversight and planning, budget variances for flight hours in MINUSTAH have decreased over the past three periods from 28 per cent in 2005/06 to 0 per cent in 2006/07 and 7 per cent in 2007/08.

Replacement of obsolete communications equipment

The Committee noted from paragraph 61 of the proposed budget (A/62/720) that the reduced estimated requirements for 2008/09 include provision for further replacement of equipment due to damage and/or obsolescence. The new measures would reduce requirements for on-site communications spare parts, from 5.5 per cent of the inventory value to 4 per cent, representing a cost reduction for communications spare parts of $299,190. The Advisory Committee noted

The Mission's newly established and enhanced preventive maintenance measures, standardization of information technology and communications infrastructure, better use of warranty services and replacement of aged and technologically obsolete equipment would result in a further reduction in the requirement for information technology spare parts from 5 per cent of total inventory value in 2008/09 to 3 per cent of estimated total inventory value in 2009/10. The application of 3 per cent would lead to savings of

improvements in the inventory management of MINUSTAH and expects an update in the context of the budget proposal for the period 2009/10 (para. 35).	$609,195, which is reflected as an efficiency gain in the 2009/10 period.
FuelLog system	
The Advisory Committee noted from paragraph 62 of the proposed budget (A/62/720) that the Mission has implemented a monitoring system where fuel receipts are entered into the electronic vehicle monitoring system in order to cross-check the fuel drawn against actual consumption. The Advisory Committee requested an update on the efficiency and effectiveness of this system in the context of the proposed budget for the period 2009/10 (para. 38).	The current system of manually entering fuel receipts into the electronic vehicle monitoring system in order to cross-check the fuel drawn against actual consumption is an ad hoc arrangement to support fuel consumption monitoring while the Mission is in the process of implementing the FuelLog system in 2008/09. The current manual system is subject to errors and omissions, which emphasizes the importance of the full implementation of the FuelLog system.
Transition from disarmament, demobilization and reintegration to community violence reduction	
Upon enquiry, the Committee was informed that MINUSTAH, in collaboration with its key partners and the Government of Haiti, has elaborated a strategic framework to bridge the gap between security and development through a joint approach on community violence reduction with UNDP and other key partners. The intention is to address violence prevention and violence reduction within a broad development framework. The Committee was also provided with a breakdown of the estimated requirements related to community violence reduction efforts under Other services in the amount of $3,381,000 (annex IV). The Committee anticipated that the respective responsibilities of MINUSTAH and the other members of the country team would be further developed (para. 40).	The Department of Peacekeeping Operations and UNDP sent a joint mission to Haiti from 26 September to 1 October 2008 in order to discuss with MINUSTAH, UNDP and other relevant national and international actors the current governance and security challenges facing Haiti. The Mission's Community Violence Reduction Section and the UNDP community security programme reviewed their current work, achievements, failures and challenges. Linkages between the work of the two entities and their relevance to other complementary activities of MINUSTAH and UNDP, including rule of law, police, human rights and governance, were also examined. Discussions were held to determine whether the Mission's Community Violence Reduction Section and the UNDP community security programme could pursue common objectives in support of national priorities, including whether to re-establish an integrated Community Violence Reduction/ community security unit, and if this was not possible, the arrangements that should be put in place to ensure an integrated and coordinated approach within the framework of a common/joint United Nations strategy. The roles and responsibilities of MINUSTAH and UNDP relating to community violence reduction/community security were delineated to avoid any unnecessary duplication of activities or confusion relating to roles and responsibilities, and regular coordination and information-sharing mechanisms were agreed upon. A framework/common strategy covering all of the United

	Nations work on Community Violence Reduction and community security in Haiti was discussed and agreed upon with the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator, as were steps to operationalize the disarmament, demobilization and reintegration-related aspects of the Department of Peacekeeping Operations/Department of Field Support-UNDP Partnership Agenda and Work Programme.
Disaster recovery and business continuity centre	
Upon enquiry, the Advisory Committee was informed that the organization and function of the MINUSTAH disaster recovery centre, located within the International Research and Training Institute for the Advancement of Women (INSTRAW) facility in Santo Domingo, remained unchanged in terms of the information provided to the Committee in connection with the budget proposal for the period 2006/07 (see A/60/869, paras. 74-76). The Advisory Committee expected that relevant information pertaining to the MINUSTAH disaster recovery and business continuity centre would be included as a separate subject matter in the 2009/10 budget proposal (para. 41).	INSTRAW maintains a facility in Santo Domingo, which plays an important role in the Mission's three-level planning for disaster recovery and business continuity. In a first-level security situation affecting the Mission's primary site, the business continuity facility would be located at the MINUSTAH logistics base in Port-au-Prince. In the event of a more significant deterioration of the security situation, the disaster recovery and business continuity site would be set up outside the Mission area. In this event, the INSTRAW facility in Santo Domingo would be utilized as a safe haven for evacuation or temporary relocation of Mission headquarters. To this effect, MINUSTAH has established a disaster recovery centre at INSTRAW to function as an in-theatre off-site disaster recovery and business continuity facility and emergency relocation site for senior managers. The United Nations Logistics Base at Brindisi, Italy (UNLB), would be used in case of a major situation requiring relocation from the region altogether. The proximity to Haiti makes the INSTRAW facility in Santo Domingo a cost-effective venue to ensure the continuity of MINUSTAH operations if faced with a deteriorating security situation.

C. Board of Auditors

(A/62/5, Vol. II)

Request/recommendation	*Action taken to implement request/recommendation*
Indicators of achievement	
Some indicators of achievement, particularly those related to political matters, were complex to validate, thereby rendering monitoring of the progress difficult (para. 79 (e)). The Board reiterated its previous recommendation that the Administration ensure that all indicators of achievement and outputs for the results-based-budgeting framework are clear and measurable, and that they include baselines and targets for the current and the ensuing financial year in order to facilitate monitoring and reporting (para. 80).	The Mission continues to improve the formulation of the results-based-budgeting frameworks to ensure that indicators of achievement and outputs are measurable, realistic and time-based.
Physical count and inventory records	
Discrepancies were noted at the logistics base supply warehouse between the stock recorded in the log sheets and that registered in Galileo. Overages over Galileo ranged from 6 to 597 units. In addition, although the authorized staffing level was only 1,771, the inventory records showed that there were 6,974 desk trays and 14,136 ruled notebooks on hand, an indicator of significant overstocking. The Administration explained that to avoid excessive stock levels, MINUSTAH would take steps to establish appropriate stock levels at the warehouses and that purchase decisions would take this into account (para. 111).	Actual stock levels for desk trays and ruled notebooks are 5,191 and 9,643, respectively. This represents a decrease of 1,783 and 4,493 under each of these items. Furthermore, no desk trays and ruled notebooks were purchased in 2007/08 and a similar plan is foreseen in 2008/09. It is noteworthy to stress that discrepancies are systematically accounted for within the same day, when detected.
Although the transport store management stated that stock counts had been performed on a regular basis at the stores, there was no evidence that this had been done (para. 115).	The Mission reiterates that the stock count was conducted as stated. Evidence on previous activities regarding the results on inventory cycles can be found in the Galileo system.
The Board recommended that the Mission: (a) conduct a physical inventory of all expendable property at all locations and reconcile the discrepancies between the physical counts and the quantities recorded in the Galileo system; (b) update the Galileo system promptly whenever there are inventory movements; and (c) ensure that the locations of inventories as recorded in Galileo agree with the actual physical locations (para. 116).	MINUSTAH notes that this issue affects all missions. UNLB has established a team to conduct a codification data clean-up project. MINUSTAH has provided its input to this team. The correction of item descriptions in the Galileo system is carried out on a regular basis upon requests from the Self-Accounting Units.

	The Property Control Inventory Unit also submits, on a monthly basis, discrepancy reports to the Self-Accounting Units for all United Nations-owned equipment found in different locations from those indicated for data reconciliation in the Galileo system. Random physical inventories are performed on a monthly basis. Discrepancies and anomalies between the physical and inventory management system (Galileo) are corrected within the same day/week.
Physical verification and recording There was an increase in the number of items of non-expendable property pending follow-up to determine whether they were in stock, in use or in locations other than those recorded in Galileo. This was an indication that physical verifications and reconciliation with the records had not been undertaken on a regular basis (para. 138 (c)). The Board reiterated its previous recommendations that the Administration ensure that: (a) periodic physical verifications of non-expendable property at the various missions are carried out; (b) discrepancies are promptly investigated; and (c) corrective action is taken to avoid a recurrence (para. 139).	MINUSTAH notes that the Property Control and Inventory Units have performed physical verification of all non-expendable property items annually to facilitate more accurate financial reporting. In cases where the assets have not been located during those physical inspections, individual memorandums are systematically sent to personnel to whom the equipment/asset has been issued with a view to attaining 100 per cent property location.
Contracts and letters of intent The Procurement Section had agreed to execute a contract for the supply of aviation fuel by 30 June 2007. However, this was not done. As a result, the existing contract was extended from 1 July to 31 December 2007 or until such time as the new contract was executed (para. 188). Moreover, at the time of the audit in August 2007, a contract for the provision of ground fuel had not been entered into since the expiry of the previous contract in April 2007. The records of the Local Committee on Contracts indicated that the arrangement with the vendor had been extended from 1 May to 31 December 2007 (para. 190). The Board recommended that MINUSTAH, in collaboration with the Procurement Service, expedite the finalization of contracts in relation to the supply of fuel (para. 192).	United Nations Headquarters undertakes the procurement process for ground and aviation fuel. The process to establish a long-term contract to supply aviation and ground fuel is ongoing at Headquarters. In the interim, a contractor continues to supply fuel to MINUSTAH, based on the terms and conditions of the contract.

Vendor performance and liquidated damages

Owing to the absence of competition, a vendor's contract had been extended despite unsatisfactory performance (para. 201). The Board recommended that the Administration ensure that, when executing contracts, all missions adhere strictly to the requirements of the Procurement Manual in respect of performance bonds and liquidated damages (para. 203)

MINUSTAH would apply liquidated damages in accordance with the contract and wherever feasible, but cannot strictly apply the liquidated damages clause, as it would be detrimental to the operation of the Mission.

Liquidated damages

It should be noted that there is a limited vendor market in the Mission area. The vendors available generally are small- to medium-sized firms. Contracts include a provision for liquidated damages to ensure that the vendor understands the implications and consequences, including financial loss for delayed performance.

However, MINUSTAH is seriously challenged to enforce this clause because it would serve to discourage the very few vendors who are willing to engage in contracts with the Mission.

In addition, if strictly enforced, there is a high risk that the vendors may walk out of the contract, resulting in operational constraints, as the Mission would have to identify an alternate vendor from the same market, while there would not be any guarantee that the other vendor would perform any better.

Performance bond

MINUSTAH recognizes and fully supports the requirement of a performance bond when practicable. As this is primarily to ensure that adequate safeguards are in place to protect the interests of the Organization, Procurement Officers are instructed to exercise professional judgement in examining the need for a performance bond in accordance with Section 9.9.13 of the Procurement Manual, Security and Performance Bonds. It has been noted that it is generally very difficult, if not impossible, to enforce the requirement of a performance bond in the local business community in Haiti.

Haiti has gone through severe political instability and its economy has been ravaged by civil strife. The economy is cash based and does not always adhere to the norms of international commercial transactions. The banks are generally reluctant to provide performance bonds and, when they do, they do so at rates that are exorbitant relative to the value of the contract. Very few vendors can afford to issue a performance bond and imposing such a requirement would limit competition and prejudice the participation of many firms. Thus, the Mission has to evaluate each case individually.

Storage of rations

Ration packs had not been stored at the prescribed temperature; as a result, there was spoilage of at least 13,527 ration packs valued at $0.110 million as at 15 August 2007. In addition, an inspection carried out in one region on 24 August 2007 disclosed that 32 boxes of emergency ration packs had been stored in the office of the Chief, Logistic Operations, because there was no fully functional temperature-controlled storage facility available for use (para. 236). The Board recommended that the Administration ensure that MINUSTAH take appropriate measures to ensure that rations are stored at the prescribed temperature in order to minimize spoilage (para. 237).

Temperature-controlled installations have been established in all Mission locations. Temperature monitoring equipment (data loggers) are placed in storage for ration packs at the warehouse facilities.

Aviation safety standards

Contrary to United Nations aviation safety standards, meteorological information had not been available for each airport and firefighting equipment and personnel were inadequate. At the time of the audit in August 2007, the acquisition plan for meteorological equipment had not yet been finalized (para. 254). The Board recommended that the Administration expedite the recruitment of personnel and the acquisition of meteorological equipment in order to minimize aviation safety risks and ensure compliance with both international and United Nations aviation safety standards (para. 256).

With regard to aviation meteorological services, MINUSTAH is currently in the process of recruiting two meteorological specialists who will plan and begin implementation of a country-wide system to collect meteorological information and provide aviation meteorological forecasts and observations to Mission flight crews. Projected requirements for meteorological equipment to support the operation of this system have been included in the 2009/10 budget proposal.

With regard to aviation firefighting, MINUSTAH has purchased three airfield firefighting vehicles through a systems contract and specialized Halotron fire extinguishers to support aviation firefighting activities.

In addition, MINUSTAH is proceeding with the procurement of specialized firefighting trailers aqueous film-forming foam (AFFF), personal protective equipment, breathing apparatus and rescue equipment, which are also expected to arrive before the end of February 2009. The firefighting coverage at the Mission's aviation facilities is now under the command of the Fire Marshall working within the Security Section.

The budget proposal for specialized training in Mission aviation safety had been significantly reduced, although the aviation safety assistance visits had highlighted this as a priority area (para. 257). The Administration agreed with the Board's recommendation to provide adequate funding to MINUSTAH for the specialized training of aviation staff members (para. 258).

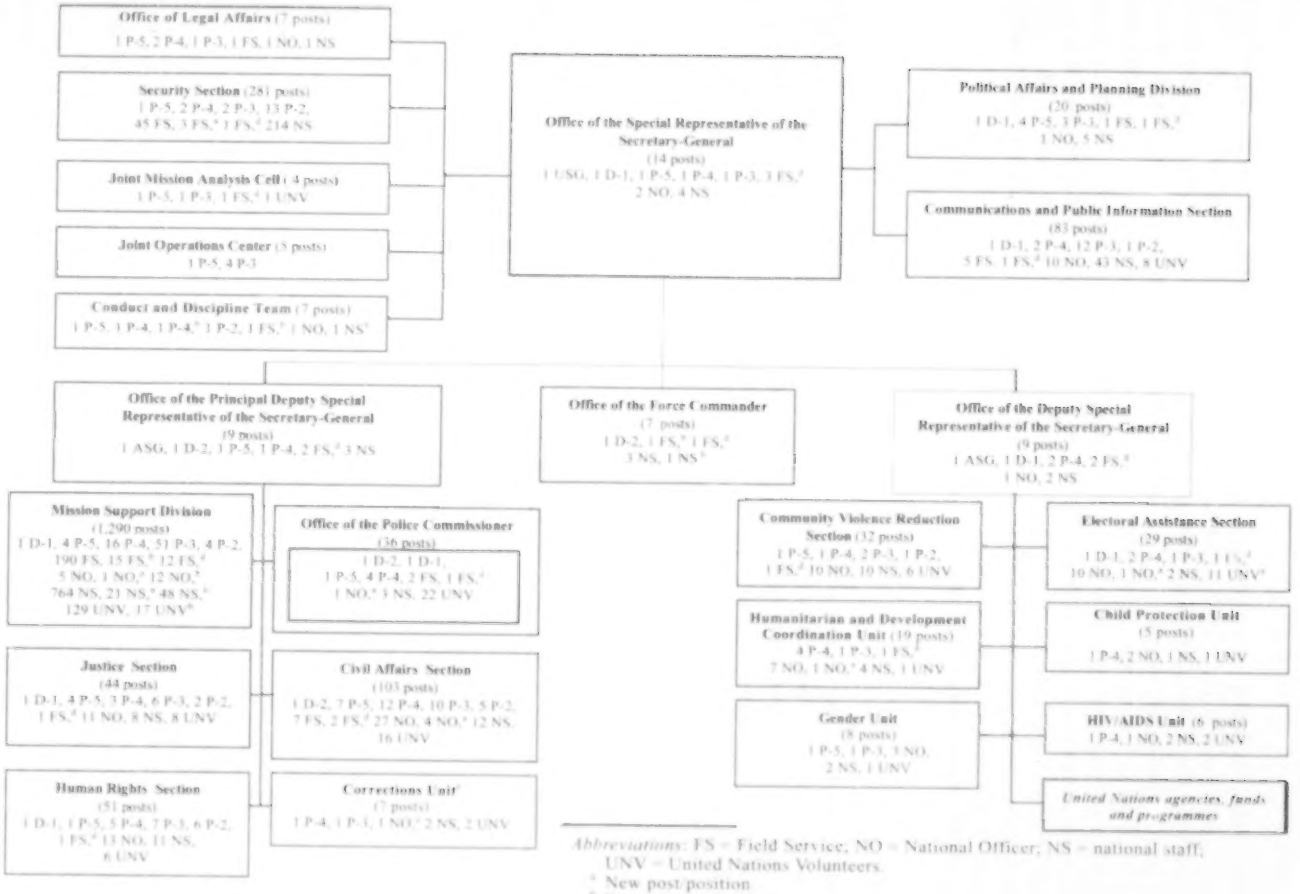
The Mission has included the necessary provisions for specialized training of aviation personnel in the 2009/10 budget proposal in accordance with the policy and guidelines issued by Headquarters.

Human resources plan	
Human resources plans, including succession planning, were not yet in place. The absence of a plan had been raised in the previous audit and the Administration had agreed to develop and implement comprehensive human resources plans (para. 284). The Board reiterated its previous recommendation that missions, in conjunction with headquarters, develop and implement comprehensive human resources plans, as well as succession plans, to enable them to attract and retain suitably qualified and trained personnel (para. 285).	A pilot implementation of the human resources action plan was launched in some missions, including MINUSTAH, in February 2008. The general roll-out of the plan was implemented on 28 July 2008 and the Mission's establishment of baseline statistics for the 2008/09 cycle is under way. A human resources action plan focal point for the Mission has been nominated and the mission-specific agreement for the 2008/09 cycle will be provided to MINUSTAH once the baseline statistics are available.
Vacancy rates	
The Board's recommendation for a continuous effort to fill vacant posts in a timely manner still holds true for the current audit since the vacancy rates noted at missions were beyond the established results-based budgeting vacancy rate of 20 per cent for start-up missions and 15 per cent for stable missions (para. 288). The vacancy rate at the Professional level was 16.4 per cent as at 30 June 2007 (para. 292). The Board recommended that the Administration expedite the filling of vacancies at all missions (para. 292).	The Mission's overall vacancy rate at the Professional level and above was 13 per cent as at 31 December 2008. The high vacancy reported was due mainly to the departure of 21 staff during the months of March and June 2008.

Annex I

Organization charts

A. United Nations Stabilization Mission in Haiti


Office of Legal Affairs (7 posts)
1 P-5, 2 P-4, 1 P-3, 1 FS, 1 NO, 1 NS
Security Section (281 posts)
1 P-5, 2 P-4, 2 P-3, 13 P-2,
45 FS, 3 FS,[a] 1 FS,[d] 214 NS
Joint Mission Analysis Cell (4 posts)
1 P-5, 1 P-3, 1 FS,[c] 1 UNV
Joint Operations Center (5 posts)
1 P-5, 4 P-3
Conduct and Discipline Team (7 posts)
1 P-5, 1 P-4, 1 P-4,[a] 1 P-2, 1 FS,[b] 1 NO, 1 NS[c]
Office of the Special Representative of the Secretary-General
(14 posts)
1 USG, 1 D-1, 1 P-5, 1 P-4, 1 P-3, 3 FS,[b]
2 NO, 4 NS
Political Affairs and Planning Division
(20 posts)
1 D-1, 4 P-5, 3 P-3, 1 FS, 1 FS,[b]
1 NO, 5 NS
Communications and Public Information Section
(83 posts)
1 D-1, 2 P-4, 12 P-3, 1 P-2,
5 FS, 1 FS,[d] 10 NO, 43 NS, 8 UNV
Office of the Principal Deputy Special Representative of the Secretary-General
(9 posts)
1 ASG, 1 D-2, 1 P-5, 1 P-4, 2 FS,[d] 3 NS
Office of the Force Commander
(7 posts)
1 D-2, 1 FS,[a] 1 FS,[d]
3 NS, 1 NS[b]
Office of the Deputy Special Representative of the Secretary-General
(9 posts)
1 ASG, 1 D-1, 2 P-4, 2 FS,[b]
1 NO, 2 NS
Mission Support Division
(1,290 posts)
1 D-1, 4 P-5, 16 P-4, 51 P-3, 4 P-2,
190 FS, 15 FS,[b] 12 FS,[d]
5 NO, 1 NO,[a] 12 NO,[b]
764 NS, 21 NS,[a] 48 NS,[b]
129 UNV, 17 UNV[b]
Office of the Police Commissioner
(36 posts)
1 D-2, 1 D-1,
1 P-5, 4 P-4, 2 FS, 1 FS,[a]
1 NO,[a] 3 NS, 22 UNV
Justice Section
(44 posts)
1 D-1, 4 P-5, 3 P-4, 6 P-3, 2 P-2,
1 FS,[d] 11 NO, 8 NS, 8 UNV
Civil Affairs Section
(103 posts)
1 D-2, 7 P-5, 12 P-4, 10 P-3, 5 P-2,
7 FS, 2 FS,[b] 27 NO, 4 NO,[a] 12 NS,
16 UNV
Human Rights Section
(51 posts)
1 D-1, 1 P-5, 5 P-4, 7 P-3, 6 P-2,
1 FS,[d] 13 NO, 11 NS,
6 UNV
Corrections Unit[e]
(7 posts)
1 P-4, 1 P-3, 1 NO,[a] 2 NS, 2 UNV
Community Violence Reduction Section (32 posts)
1 P-5, 1 P-4, 2 P-3, 1 P-2,
1 FS,[d] 10 NO, 10 NS, 6 UNV
Humanitarian and Development Coordination Unit (19 posts)
4 P-4, 1 P-3, 1 FS,[a]
7 NO, 1 NO,[a] 4 NS, 1 UNV
Gender Unit
(8 posts)
1 P-5, 1 P-3, 1 NO,
2 NS, 1 UNV
Electoral Assistance Section
(29 posts)
1 D-1, 2 P-4, 1 P-3, 1 FS,[a]
10 NO, 1 NO,[a] 2 NS, 11 UNV[a]
Child Protection Unit
(5 posts)
1 P-4, 2 NO, 1 NS, 1 UNV
HIV/AIDS Unit (6 posts)
1 P-4, 1 NO, 2 NS, 2 UNV
United Nations agencies, funds and programmes

Abbreviations: FS = Field Service; NO = National Officer; NS = national staff; UNV = United Nations Volunteers.

[a] New post/position.

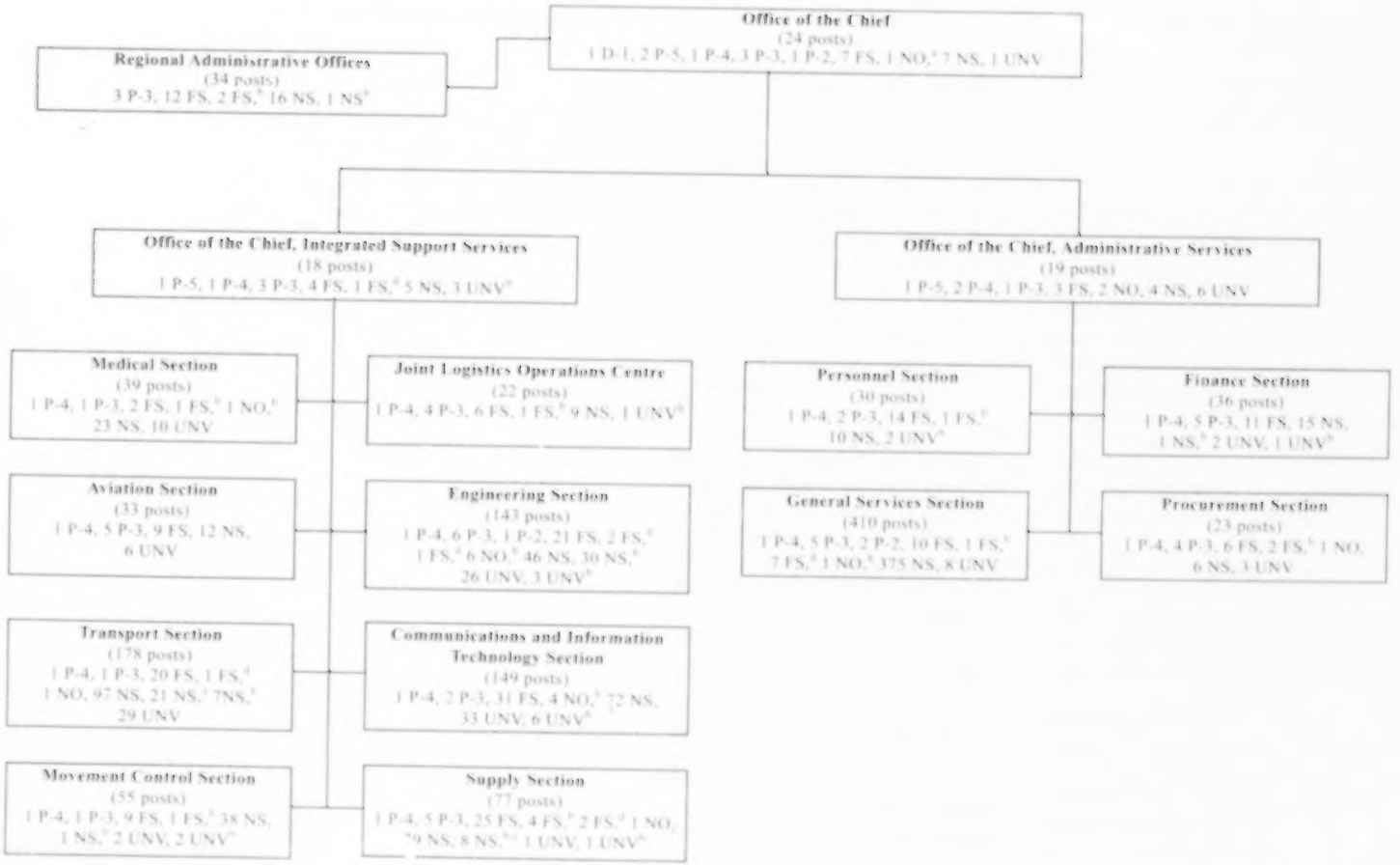
[b] Temporary position.

[c] Redeployed post/position.

[d] Posts converted to the Field Service category.

[e] Previously included under the Justice Section and proposed as a separate entity.

B. Mission Support Division


Office of the Chief
(24 posts)
1 D-1, 2 P-5, 1 P-4, 3 P-3, 1 P-2, 7 FS, 1 NO,[a] 7 NS, 1 UNV
Regional Administrative Offices
(34 posts)
3 P-3, 12 FS, 2 FS,[b] 16 NS, 1 NS[b]
Office of the Chief, Integrated Support Services
(18 posts)
1 P-5, 1 P-4, 3 P-3, 4 FS, 1 FS,[a] 5 NS, 3 UNV[b]
Office of the Chief, Administrative Services
(19 posts)
1 P-5, 2 P-4, 1 P-3, 3 FS, 2 NO, 4 NS, 6 UNV
Medical Section
(39 posts)
1 P-4, 1 P-3, 2 FS, 1 FS,[b] 1 NO,[b] 23 NS, 10 UNV
Joint Logistics Operations Centre
(22 posts)
1 P-4, 4 P-3, 6 FS, 1 FS,[b] 9 NS, 1 UNV[b]
Personnel Section
(30 posts)
1 P-4, 2 P-3, 14 FS, 1 FS,[b] 10 NS, 2 UNV[b]
Finance Section
(36 posts)
1 P-4, 5 P-3, 11 FS, 15 NS, 1 NS,[b] 2 UNV, 1 UNV[b]
Aviation Section
(33 posts)
1 P-4, 5 P-3, 9 FS, 12 NS, 6 UNV
Engineering Section
(143 posts)
1 P-4, 6 P-3, 1 P-2, 21 FS, 2 FS,[b] 1 FS,[d] 6 NO,[b] 46 NS, 30 NS,[b] 26 UNV, 3 UNV[b]
General Services Section
(410 posts)
1 P-4, 5 P-3, 2 P-2, 10 FS, 1 FS,[b] 7 FS,[d] 1 NO,[b] 375 NS, 8 UNV
Procurement Section
(23 posts)
1 P-4, 4 P-3, 6 FS, 2 FS,[b] 1 NO, 6 NS, 3 UNV
Transport Section
(178 posts)
1 P-4, 1 P-3, 20 FS, 1 FS,[d] 1 NO, 97 NS, 21 NS,[c] 7NS,[b] 29 UNV
Communications and Information Technology Section
(149 posts)
1 P-4, 2 P-3, 31 FS, 4 NO,[b] 72 NS, 33 UNV, 6 UNV[b]
Movement Control Section
(55 posts)
1 P-4, 1 P-3, 9 FS, 1 FS,[b] 38 NS, 1 NS,[b] 2 UNV, 2 UNV[b]
Supply Section
(77 posts)
1 P-4, 5 P-3, 25 FS, 4 FS,[b] 2 FS,[d] 1 NO, 29 NS, 8 NS,[b,c] 1 UNV, 1 UNV[b]

[a] New post/position.
[b] Temporary position.
[c] Redeployed post/position.
[d] Posts converted to the Field Service category.

Annex II

Information on activities of United Nations agencies, funds and programmes

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanisms*
Democratic development and consolidation of State authority	All-inclusive political dialogue and national reconciliation in Haiti	• Monthly meetings of the "core group", comprising senior MINUSTAH leadership, regional and subregional organizations, international financial institutions and representatives of the diplomatic community, on the effectiveness of the international response to Haiti's needs	• Lead: MINUSTAH • Partners: World Bank, the International Monetary Fund and international donors, the United Nations Development Programme (UNDP), the World Health Organization (WHO)
		• Monthly meetings with the Prime Minister and the "core group" to coordinate international cooperation with the Government of Haiti, and biweekly meetings with the Minister of Planning on the strategic and operational implementation of the poverty reduction strategy paper, orientation of international aid, project progress, disbursement and harmonization of policies and procedures	• Mechanism: "core group" chaired by the Special Representative of the Secretary-General and the Group of 10 chaired by the Deputy Special Representative of the Secretary-General/ Resident Coordinator/ Humanitarian Coordinator. UNDP to organize activities with the Parliament concerning the reform of the State. WHO will advocate a realignment of health policies and the message will be addressed to the Parliament and concerned ministries. United Nations Days are organized with the United Nations country team
		• Public information campaigns to promote understanding of the MINUSTAH mandate and the role of the United Nations system in Haiti among the Haitian population, including the celebration of four United Nations Days (Peace, Peacekeepers, United Nations and Environment)	
	Strengthened national democratic institutions in Haiti	• Provision of advice to the parliamentary committees on the advancement of the legislative agenda, including the adoption of bills related	• Lead: MINUSTAH • Partners: UNDP, WHO, the United Nations Development Fund for

Priorities	Outcomes	Outputs	Lead, partners, mechanisms
		to State reform which reflect State priorities	Women (UNIFEM), the United Nations Children's Fund (UNICEF), the United Nations Population Fund (UNFPA), the United Nations Educational, Scientific and Cultural Organization (UNESCO)
		• Provision of advice to Parliament on the implementation of its internal rules and their improvement, using, in particular, best practices from other national legislatures	
		• Provision of logistical and security support to Haitian electoral authorities to prepare and hold elections for the Chamber of Deputies, the Senate, mayors, town delegates, communal section administrative councils and assemblies as well as indirect elections	• Mechanism: seminars for training in good governance. Elections/electoral affairs in cooperation with UNDP, the Provisional Electoral Council and the Organization of American States (OAS). Gender training is carried out in cooperation with UNIFEM and international donors are funding a project on gender development
		• Provision of technical support and advice to Haitian electoral authorities on public information campaigns, focusing in particular on the use of the blank vote, newly registered voters and the reassignment of voters to new polling centres (total of 1,300 polling centres)	
		• Organization of 10 regional workshops for political parties, civil society representatives and local authorities and of 10 regional workshops for national election observers on new voting procedures and the reassignment of voters to new polling centres	
		• Provision of technical guidance and support to Haitian electoral authorities on budgeting, planning and preparation of the November 2010 presidential elections	

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanisms*
		• Provision of technical guidance and support to Haitian electoral authorities in cooperation with UNDP and OAS in the form of developing manuals, standard operating procedures and review of electoral operations	
		• Conduct of 3 training programmes for 20 men and women in politics, of whom two thirds are women, on capacity-building and gender mainstreaming, and 2 information sessions for parliamentarians on gender issues	
	State authority re-established and strengthened throughout Haiti	• Provision of advice to the Haitian authorities, including on-the-job-training, at the national and local levels, on measures to strengthen its authority, with special emphasis on reforms of public administration, decentralization, public finance and revenue collection, as well as civil service	• Lead: MINUSTAH • Partners: WHO, UNIFEM, UNFPA, UNICEF, the International Organization for Migration (IOM), UNDP
		• Provision of advice and support to the Government to implement an integrated border management strategy and ensure compliance throughout all Government border management entities	• Mechanism: seminars and training sessions. Haitian National Police receive training from various United Nations agencies on thematic issues. Support from United Nations agencies for border management (IOM/UNFPA/UNICEF). The United Nations country team role is to provide expertise in specific areas, such as child protection, migration and legislative work
		• Provision of technical support for the Haitian authorities and monitoring of the establishment of a border management training programme targeting police, customs and immigration officials	

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanisms*
		• Provision of support and technical advice to the Haitian authorities on the establishment and maintenance of 10 Departmental Border Management Committees, comprising Haitian officials, MINUSTAH and, where relevant, Dominican Republic officials	
		• Public information campaign on the promotion of good governance and border management	
Security, public order and development of the rule of law	Secure and stable environment in Haiti	• Provision of operational assistance to the Haitian National Police to tackle narcotics and goods trafficking, including advice on the development of standard operating procedures on the destruction of seized goods	• Lead: MINUSTAH • Partners: UNDP, OAS, UNIFEM, IOM, UNFPA
		• Provision of operational support to the Haitian National Police to ensure local, regional and national security for all elections (Chamber of Deputies, Senate, mayors, town delegates, communal section administrative councils and assemblies, as well as indirect elections) and provision of basic support to Haitian agencies for the establishment of polling stations in the rural areas, as required	• Mechanism: support to the National Commission for Disarmament, Dismantlement and Reinsertion. Support from UNDP for the organization of the elections, with the cooperation of OAS
		• Provision of advice and logistical support to the National Commission for Disarmament, Dismantlement and Reinsertion and other relevant Government ministries on the development and implementation of community violence reduction-based programmes in major urban populations affected by violence	

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanisms*
		• Provision of support to the Haitian authorities on the provision of 25 public sensitization and social mobilization campaigns in violence-affected areas to promote the culture of non-violence and increase the number of weapons registered	
		• Public information and outreach campaign on law and order	
	Progress towards reform and restructuring of the Haitian National Police	• Provision of technical assistance to the Haitian National Police on the planning, management and coordination of the Haitian National Police reform plan	• Lead: MINUSTAH • Partners: UNDP, UNICEF, UNFPA, IOM
		• Provision of advice to the Haitian National Police on strengthening the Judicial Police, the Compagnie d'intervention et de maintien de l'ordre and the Unités departementales pour le maintien de l'ordre	
		• Provision of specialized training for 50 Haitian National Police child protection focal points	• Mechanism: UNDP will build new police stations. UNICEF will train/reinforce the Haitian National Police when it comes to children under arrest. UNFPA will support the Haitian National Police to offer a better service for women. IOM will rebuild police stations in difficult areas
		• Organization of training for 1,400 Haitian National Police cadets and 500 in-service Haitian National Police officers in the commissariats in Port-au-Prince on children's rights and juvenile justice and on procedures to deal with children in conflict with the law and child victims of sexual violence	

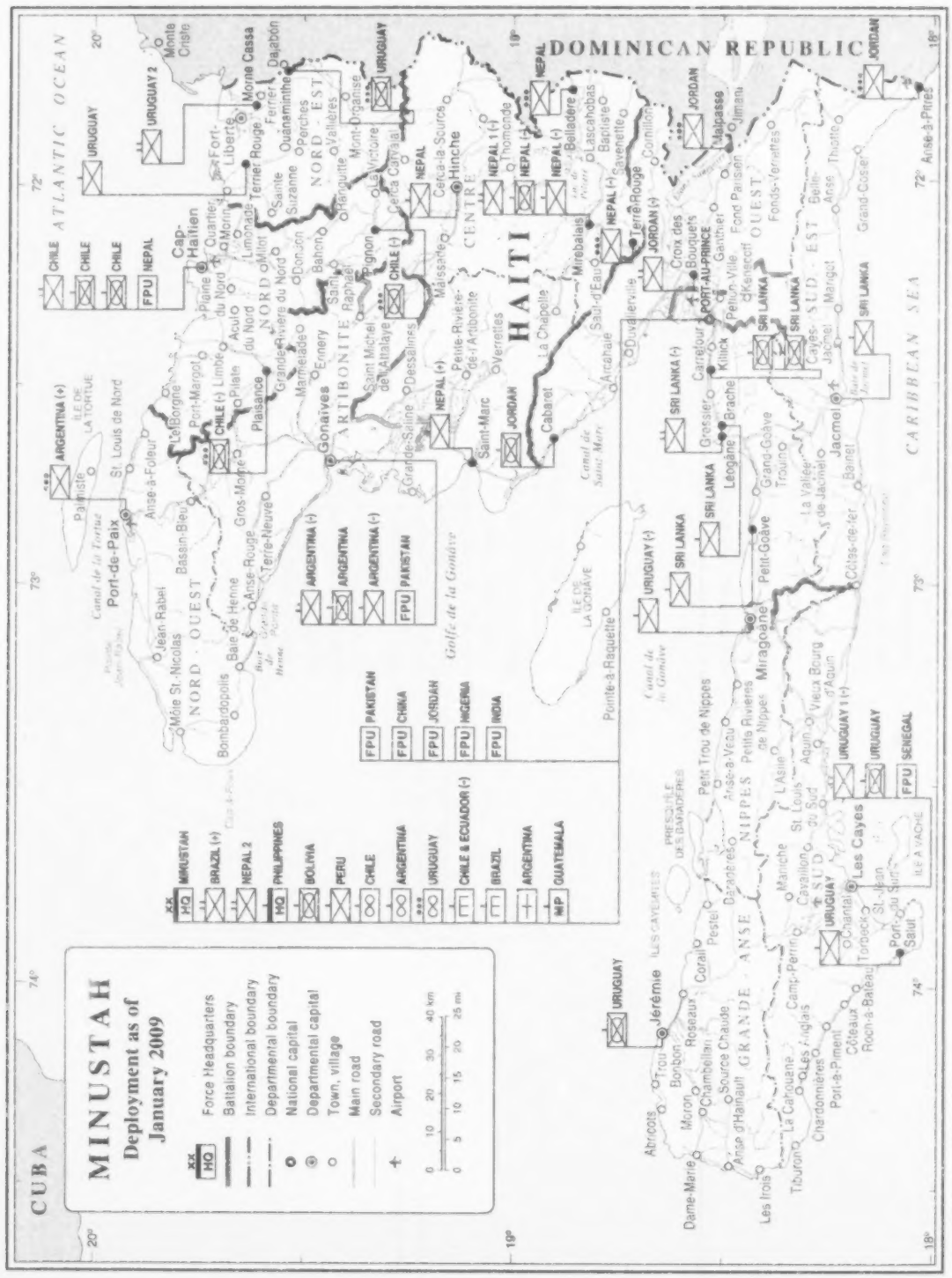
Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanisms*
		• Provision of advice to the Haitian National Police on the reception of women victims of violence in police commissariats in collaboration with Concertation nationale contre les violences spécifiques faites aux femmes, and on the implementation of the special operating procedures for women victims of violence in 4 departments	
		• Conduct of 3 training seminars on gender issues and violence against women for 120 Haitian National Police gender focal points	
		• Organization of 1 workshop on gender issues and security sector reform for 40 representatives of the Haitian National Police, the judiciary and civil society	
		• Provision of support to the Haitian authorities on the implementation of the 2008-2011 HIV/AIDS National Strategic Plan, in cooperation with the United Nations country team, through the training of 50 HIV/AIDS peer educators, the conduct of 20 awareness sessions and 2 workshops for people living with HIV/AIDS, with emphasis on the uniformed services (Haitian National Police, Customs and Immigration officers) and ministerial staff and representatives of governmental and non-governmental organizations	
		• Public information, advocacy and outreach campaigns on police reform	

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanisms*
	Reform and institutional strengthening of the judicial and corrections systems	• Provision of technical assistance to the Ministry of Justice on the implementation of the Strategic Justice Reform Plan to support the functioning of an independent, efficient and accessible judiciary in the framework of the poverty reduction strategic paper • Provision of technical assistance to the Ministry of Justice on the restructuring of the Ministry through the adoption of a law and organigramme and the establishment of a functional strategic planning unit, statistics unit and judicial inspection unit • Provision of technical support to the Ministry of Justice on the coordination of international aid and donor support for the justice system • Provision of technical assistance to the Haitian authorities on the drafting of proposals and on the validation of and advocacy for urgent reforms to criminal and other key legislation • Provision of advice to the Ministry of Justice, the Ministry of Social Affairs and the Institut du bien-être social et de recherches on children's rights, juvenile justice and rehabilitation, in particular for the establishment of juvenile rehabilitation centres, and the conduct of 5 training sessions on children's rights for new personnel of juvenile rehabilitation centres • Development of case management policy (security-level assessment, correctional planning, correctional programme development) and related training programmes	• Lead: MINUSTAH • Partners: UNICEF, UNDP, UNIFEM, UNFPA • Mechanism: UNICEF and UNIFEM will focus on the harmonization of national laws and international conventions MINUSTAH and UNDP will provide logistical and financial support to the Ministry of Justice. UNICEF and UNDP will support prison reform

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanisms*
		• Public information campaign on the reform of the corrections and justice systems	
Human rights	Progress towards the promotion and protection of human rights, including those of women and children	• Provision of advice to the Haitian authorities on the ratification of human rights treaties and conventions, including the two Optional Protocols to the Convention on the Rights of the Child	• Lead: MINUSTAH • Partners: UNICEF, OHCHR, United Nations country team • Mechanism: UNICEF and UNIFEM will focus on the harmonization of national laws and international conventions
		• Organization of 1 joint training seminar in cooperation with the Office of the United Nations High Commissioner for Human Rights (OHCHR) for 15 Haitian authorities on the preparation of the regular reports on the human rights treaties and conventions ratified by the State	
		• Provision of advice and advocacy to the Haitian authorities on the reporting of obligations under human rights treaties and conventions ratified by the State, such as the Convention on Civil and Political Rights and the Convention on the Rights of the Child	
		• Provision of advice and advocacy to the Haitian authorities on the adoption of the two Optional Protocols to the Convention on the Rights of the Child	
		• Provision of support to the United Nations country team and the Concertation nationale contre les violences spécifiques faites aux femmes on coordination issues related to violence against women and on the development of a data collection system documenting violence against women in 5 departments	

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanisms*
		• Provision of technical advice to the Ministry of Women's Affairs, in cooperation with the United Nations country team, on the application of the Convention on the Elimination of All Forms of Discrimination against Women, including advocacy for the adoption of the Optional Protocol to the Convention	
		• Organization of 5 training sessions for 100 journalists on ethical principles of reporting on child victims of kidnapping and sexual violence and children affected by armed violence	
Humanitarian and development coordination	Improved humanitarian situation and progress towards economic recovery and poverty reduction in Haiti	• Advice to the Haitian authorities, including the Ministry of Planning and External Cooperation, on issues related to humanitarian and development needs and on the coordination and implementation of the poverty reduction strategy paper and United Nations development assistance framework	• Lead: MINUSTAH/UNDP • Partners: the Office for the Coordination of Humanitarian Affairs, UNDP, the World Food Programme, UNICEF • Mechanism: Deputy Special Representative of the Secretary-General/Resident Coordinator to meet with the Ministry of Planning and External Cooperation for the approval of the United Nations development assistance framework and its implementation. The Office for the Coordination of Humanitarian Affairs to coordinate humanitarian responses
		• In collaboration with the United Nations country team, provision of support for the natural disaster preparedness and response capacity of the local Haitian authorities in the 10 departments	
		• Provision of support, through monthly coordination meetings with humanitarian and development	

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanisms*
		partners, on the review of response priorities (food crisis, agricultural production, labour-intensive activities and safety nets) in coordination with the Government of Haiti	
		• Public information and advocacy campaign, in collaboration with the United Nations country team, to national institutions on natural risk and disaster management	


MINUSTAH
Deployment as of January 2009
Force Headquarters
Battalion boundary
International boundary
Departmental boundary
National capital
Departmental capital
Town, village
Main road
Secondary road
Airport
HAITI
DOMINICAN REPUBLIC
CUBA
ATLANTIC OCEAN
CARIBBEAN SEA
Port-de-Paix
Cap-Haïtien
Gonaïves
Saint-Marc
Hinche
Mirebalais
Jérémie
Les Cayes
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